Manitoba Civil Service Commission

Commission de la fonction publique du Manitoba

Annual Report 2014-2015

Rapport annuel 2014-2015

Manitoba

Civil Service Commission

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MINISTER RESPONSIBLE
FOR THE CIVIL SERVICE ACT

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

Her Honour the Honourable Janice C. Filmon, C.M., O.M.
Lieutenant Governor of Manitoba
Room 235, Legislative Building
Winnipeg, Manitoba R3C 0V8

May It Please Your Honour:

I have the privilege of presenting the 97th Annual Report of the Manitoba Civil Service Commission for the period of April 1, 2014 to March 31, 2015.

Respectfully submitted,

Original signed by Kerri Irvin-Ross

Honourable Kerri Irvin-Ross
Minister responsible for the Civil Service

MINISTER RESPONSIBLE
FOR THE CIVIL SERVICE ACT

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

Son honneur l'honorable Janice C. Filmon, C.M., O.M.
Lieutenante-gouverneure du Manitoba
Palais législatif, bureau 235
Winnipeg (Manitoba) R3C 0V8

Madame la lieutenante-gouverneure,

J'ai le privilège de vous soumettre le quatre-vingt-dix-septième rapport annuel de la Commission de la fonction publique du Manitoba pour la période allant du 1er avril 2014 au 31 mars 2015.

Le tout respectueusement soumis,

Original signé par Kerri Irvin-Ross

Madame Kerri Irvin-Ross
Ministre responsable de la Fonction publique

Manitoba

Civil Service Commission

Honourable Kerri Irvin-Ross
Minister responsible for the Civil Service
Room 357 Legislative Building
Winnipeg MB R3C 0V8

Dear Ms Irvin-Ross:

In accordance with the provisions of *The Civil Service Act*, I am pleased to forward to you, in your role as Minister responsible for the Civil Service, a copy of the 97th Annual Report of the Manitoba Civil Service Commission.

This report covers the period of April 1, 2014 to March 31, 2015 and includes a review of the commission's activities over that period.

Respectfully submitted,

Original signed by Shirley Delaquis

Shirley Delaquis
Chairperson
Manitoba Civil Service Commission Board

Manitoba

Civil Service Commission

Madame Kerri Irvin-Ross
Ministre responsable de la Fonction publique
Palais législatif, bureau 357
Winnipeg (Manitoba) R3C 0V8

Madame la Ministre,

Conformément aux dispositions de la *Loi sur la fonction publique*, j'ai l'honneur de vous soumettre le quatre-vingt-dix-septième rapport annuel de la Commission de la fonction publique du Manitoba, que je vous prie de recevoir dans le cadre de vos fonctions à titre de ministre responsable de la Fonction publique.

Le rapport couvre la période allant du 1er avril 2014 au 31 mars 2015 et comprend l'examen des activités de la Commission de la fonction publique au cours de cette période.

Le tout respectueusement soumis,

Original signé par Shirley Delaquis

Shirley Delaquis
Présidente
Conseil de la commission de la fonction publique du Manitoba

Manitoba

Civil Service Commission

Office of the Civil Service Commissioner
935-155 Carlton Street
Winnipeg, MB R3C 3H8

Ms Shirley Delaquis
Chairperson
Civil Service Commission Board

Dear Ms Delaquis:

I have the honour of presenting the Annual Report for the Manitoba Civil Service Commission for the period of April 1, 2014 to March 31, 2015.

The Manitoba government is proud to be recognized again in 2014/15 with a number of awards for progressive practices in attracting and developing employees. These include awards as one of Manitoba's Top Employers, one of Canada's Best Diversity Employers, and one of Canada's Top Employers for Young People. As the department that provides human resources support to government, we continue to uphold the principles of fairness, merit and equity in staffing, as well as offer corporate programs and supports to help ensure the professional growth of employees across the civil service.

The Civil Service Commission remains committed to ensuring a civil service that is reflective of the people we serve through our diversity and inclusion initiatives. This year we completed a review of our Provincial Civil Service Diversity Strategy, which was first announced in 2007. Through consultations with employees and research on best practices, we updated the strategy as the new Manitoba Government Diversity and Inclusion Strategy which was formally announced in March 2015. This strategy will be implemented over the next several years and aims to ensure not only equity in hiring but also the inclusion and engagement of all employees, recognizing the many dimensions of diversity that exist in our workplaces.

As part of our expanded scope of diversity and inclusion efforts, we continued our Safe Spaces Initiative with additional awareness sessions for employees on sexual orientation and gender identity diversity. These learning sessions, delivered in partnership with Rainbow Resource Centre, are forming the foundation for employees to become Safe Spaces Advisors who will be a resource across government regarding sexual orientation and gender identity matters. Improved awareness of these dimensions of diversity will benefit employees internally and improve our capacity to provide appropriate services for the broader public.

In line with our commitment to ensuring safe, respectful civil service workplaces, we launched a Respectful Workplace Initiative this year to develop enhanced approaches to ensuring respectful work environments across government. We are glad to be working in partnership with the University of Winnipeg on this progressive, proactive initiative that is looking not only at how instances of disrespectful behaviour are addressed, but at a range of preventive measures. As part of this initiative we conducted an internal Respectful Workplace Survey in early 2015 to gain deeper insights into employees' experiences and perspectives. Insights from this survey will help shape further actions to foster respectful work environments.

Through our corporate policies and performance management mechanisms, we continually work with departments to ensure employees meet high expectations of skill and integrity. This year's annual report includes a summary of the internal investigations we have conducted this past year. This new reporting

element demonstrates increased transparency around the actions we take to address instances of inappropriate workplace conduct when they do occur.

This past year we enhanced professional development opportunities for employees by updating a number of existing workshops, as well as introducing three new course offerings aligned with central government priorities: Introduction to Lean, Risk Management, and Conflict Resolution. We developed new training specific to our human resources practitioners and introduced an enhanced management consulting service to assist departments with organization development projects. We also continued our shift towards increased use of online training that is more easily accessible to employees across the province.

In addition to formal courses, learning and development often occur through informal means, and we continue to support the work of a number of employee networks within the Manitoba government. These employee-run groups are invaluable to facilitating knowledge exchange across government departments. We were especially pleased to recognize the establishment of a new network this past year, the Civil Servants With Abilities Network (CSWAN) for employees with disabilities and colleagues wishing to support them.

We continually seek improvements in all areas of our operations, and this past year our Pay and Benefits Service Centre underwent a successful re-organization, re-locating staff from five Winnipeg office locations to a single location. This change has both increased operational efficiency and enhanced data security.

We launched a Social Media for Recruitment pilot to expand our reach in attracting new employees to Manitoba government job opportunities. For this we have begun using Facebook and Twitter to help advertise positions, with a particular focus on rural/northern and high-skilled positions that tend to be more challenging to fill.

The Civil Service Commission remains committed to serving departments and employees with the human resources supports that enable them to serve Manitobans. Civil servants in this province take pride in the work that they do to improve the lives of Manitobans. We continue to act in the public interest, with integrity, with respect for others, and with skill and dedication in accordance with our civil service values and ethics.

Respectfully submitted,

Orinal signed by Lynn Romeo

Lynn Romeo
Civil Service Commissioner

Manitoba

Civil Service Commission

Bureau de la Commission de la fonction publique
155, rue Carlton, bureau 935
Winnipeg (Manitoba) R3C 3H8

Madame Shirley Delaquis
Présidente
Conseil de la Commission de la fonction publique

Madame la Présidente,

J'ai le privilège de vous soumettre le rapport annuel de la Commission de la fonction publique du Manitoba pour la période du 1er avril 2014 au 31 mars 2015.

Le gouvernement du Manitoba est fier d'avoir été reconnu de nouveau en 2014-2015 en se voyant remettre des prix pour ses pratiques progressistes en vue d'attirer et de perfectionner ses employés. Il a ainsi été reconnu comme l'un des meilleurs employeurs du Manitoba, l'un des employeurs les plus soucieux de la diversité au Canada et l'un des meilleurs employeurs pour les jeunes au Canada. À titre de ministère qui assure des services de ressources humaines au gouvernement, nous continuons de respecter les principes de justice, de mérite et d'équité en matière de dotation, et de proposer des programmes et des services de soutien généraux qui contribuent à assurer l'épanouissement professionnel des employés dans l'ensemble de la fonction publique.

La Commission de la fonction publique est toujours déterminée à ce que la fonction publique demeure représentative de la population au moyen d'initiatives appelant à la diversité et à l'inclusion. Pendant l'année, nous avons terminé l'examen de notre Stratégie relative à la diversité dans la fonction publique provinciale, annoncée pour la première fois en 2007. Au moyen de consultations avec les employés et de recherches sur les meilleures pratiques, nous avons actualisé la stratégie au moment de l'annonce officielle de la nouvelle Stratégie de diversité et d'inclusion du gouvernement du Manitoba en mars 2015. La mise en œuvre de cette stratégie, qui s'échelonnera sur plusieurs années, vise non seulement l'équité dans l'embauche, mais aussi l'inclusion et la participation de tous les employés à la reconnaissance des multiples dimensions de la diversité présentes dans nos milieux de travail.

Dans le but d'élargir la portée de nos efforts en matière de diversité et d'inclusion, nous avons poursuivi notre *Safe Spaces Initiative* en ajoutant des séances de sensibilisation à la diversité sexuelle et à l'identité du genre pour les employés. Ces séances d'apprentissage, qui sont données en partenariat avec le Rainbow Resource Centre, jettent les bases pour amener des employés à devenir des personnes ressources en matière de diversité sexuelle et d'identité du genre à l'échelle du gouvernement. Une plus grande sensibilisation à ces dimensions de la diversité sera utile aux employés à l'interne et améliorera notre capacité à assurer des services appropriés à la population en général.

Conformément à notre engagement de proposer des milieux de travail sûrs et respectueux dans la fonction publique, nous avons lancé au cours de l'année une initiative veillant au respect en milieu de travail en vue d'améliorer les approches préconisées pour maintenir le respect dans les milieux de travail du gouvernement. Nous sommes heureux de travailler en partenariat avec l'Université de Winnipeg à la mise en œuvre de cette initiative progressiste et proactive qui se penche non seulement sur la réaction aux comportements irrespectueux, mais aussi sur une gamme étendue de mesures de prévention. Dans le cadre de cette initiative, nous avons mené au début de 2015 un sondage interne sur le respect en milieu de travail pour en savoir plus sur les expériences et les points de vue des employés. Les résultats du sondage nous aideront à élaborer d'autres mesures favorisant le respect dans les milieux de travail.

Par le biais de nos politiques générales et nos mécanismes de gestion du rendement, nous travaillons sans relâche avec les ministères pour garantir que les employés répondent aux attentes élevées en matière d'intégrité et de compétences. Le présent rapport annuel comprend un sommaire des enquêtes internes que nous avons menées au cours de la dernière année. Ce nouvel élément rapporté est la preuve d'une plus grande transparence à l'égard des mesures que nous prenons dans les cas de conduite inappropriée en milieu de travail.

Pendant la dernière année, nous avons augmenté les possibilités de perfectionnement professionnel offertes à nos employés en actualisant un certain nombre d'ateliers existants et en proposant trois nouveaux cours axés sur les priorités du gouvernement central, soit un cours d'introduction à « Lean », un cours sur la gestion du risque et un cours sur le règlement des conflits. Nous avons préparé une nouvelle formation à l'intention de nos intervenants en ressources humaines et lancé un nouveau service de consultation en gestion pour aider les ministères dans leurs projets de développement organisationnels. Nous avons aussi poursuivi notre virage vers une utilisation accrue de la formation en ligne, qui est plus facilement accessible à nos employés à l'échelle de la province.

Parallèlement à la formation officielle, l'apprentissage et le perfectionnement progressent aussi de façon informelle et nous continuons d'appuyer le travail accompli par divers réseaux formés d'employés au sein du gouvernement du Manitoba. Ces groupes dirigés par des employés jouent un rôle indispensable pour favoriser l'échange de connaissances parmi les ministères du gouvernement. Nous sommes particulièrement heureux de souligner la création d'un nouveau réseau au cours de la dernière année, soit le Civil Servants With Abilities Network (CSWAN), qui s'adresse aux employés handicapés et à leurs collègues qui les soutiennent.

Nous cherchons continuellement à améliorer les choses dans tous nos secteurs d'activités. Pendant la dernière année, nous avons procédé avec succès à la réorganisation de notre centre de service de la paie et des avantages sociaux, en réaffectant le personnel réparti dans cinq bureaux à Winnipeg en un seul endroit. Ce changement a permis d'accroître l'efficience opérationnelle et la sécurité des données.

Nous avons lancé un projet pilote de recrutement au moyen des médias sociaux, afin d'étendre la portée des possibilités d'emploi offertes au gouvernement du Manitoba dans le but d'attirer de nouveaux employés. Nous avons ainsi commencé à utiliser Facebook et Twitter pour annoncer nos offres d'emploi, en mettant particulièrement l'accent sur les postes offerts dans les régions rurales et du Nord et les postes hautement spécialisés, qui sont plus difficiles à pourvoir.

La Commission de la fonction publique du Manitoba demeure déterminée à fournir aux ministères et aux employés des services de soutien aux ressources humaines qui les aident à mieux servir les Manitobains et les Manitobaines. Les fonctionnaires provinciaux sont fiers du travail qu'ils font pour améliorer la vie des Manitobains et des Manitobaines. Nous continuons d'agir dans l'intérêt du public, en faisant preuve d'intégrité et de respect pour les autres, et de compétence et de dévouement conformément aux valeurs et au code d'éthique de notre fonction publique.

Le tout respectueusement soumis,

Original signé par Lynn Romeo

Lynn Romeo
Commissaire de la fonction publique

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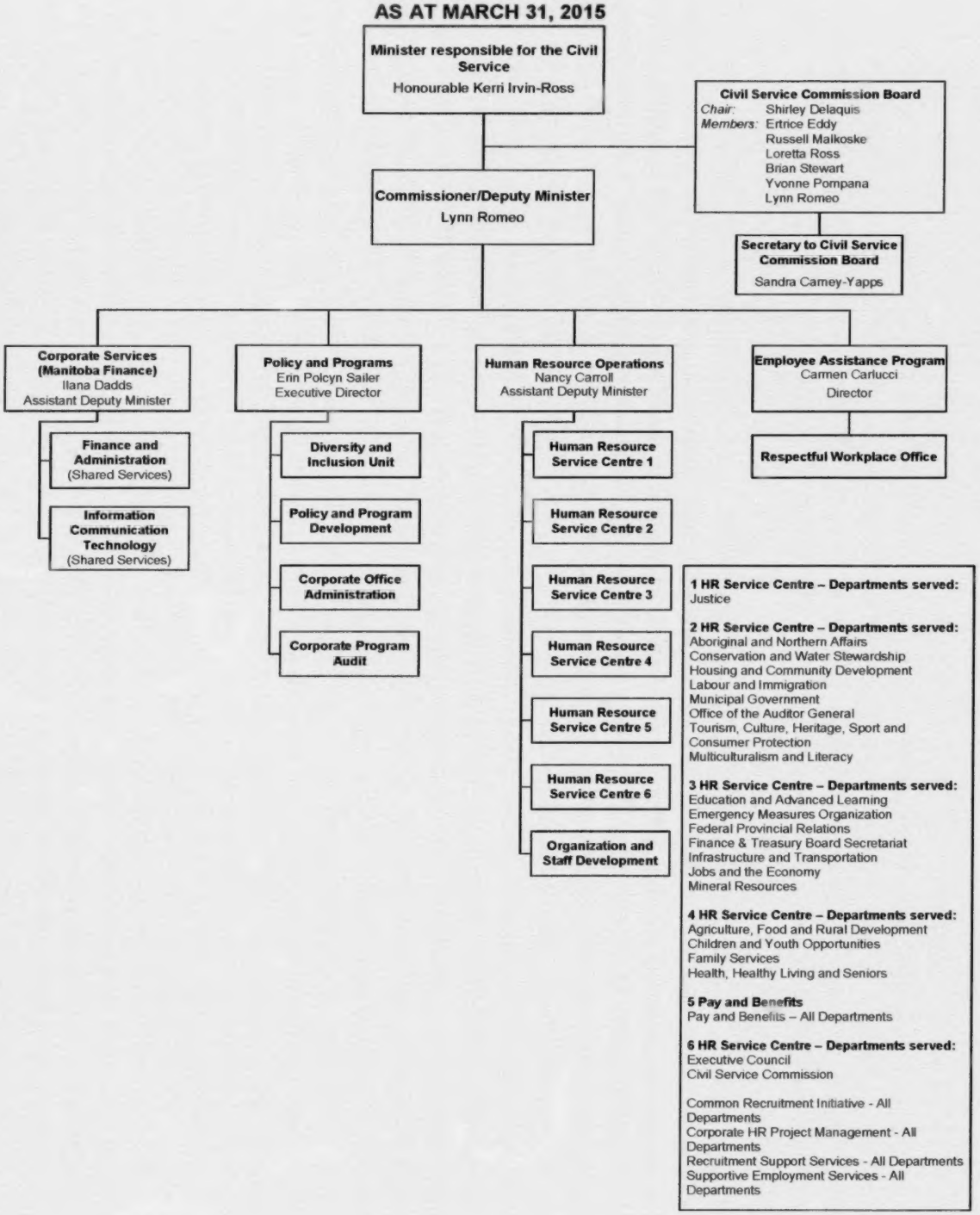
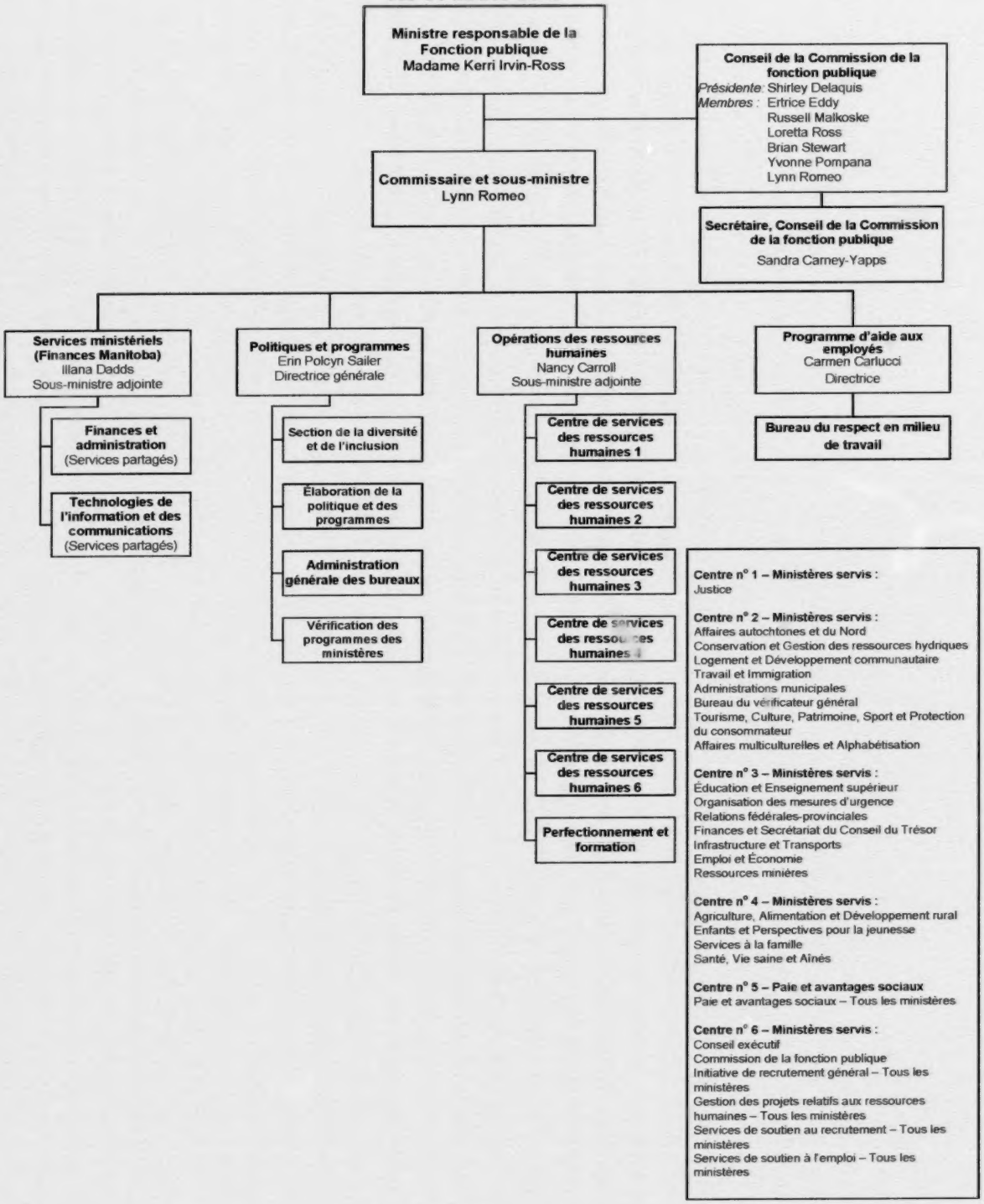
CIVIL SERVICE COMMISSION
ORGANIZATION CHART
AS AT MARCH 31, 2015



COMMISSION DE LA FONCTION PUBLIQUE

ORGANIGRAMME

AU 31 MARS 2015


Ministre responsable de la Fonction publique
Madame Kerri Irvin-Ross
Conseil de la Commission de la fonction publique
Présidente: Shirley Delaquis
Membres : Ertrice Eddy
Russell Malkoske
Loretta Ross
Brian Stewart
Yvonne Pompana
Lynn Romeo
Commissaire et sous-ministre
Lynn Romeo
Secrétaire, Conseil de la Commission de la fonction publique
Sandra Carney-Yapps
Services ministériels (Finances Manitoba)
Illana Dadds
Sous-ministre adjointe
Finances et administration
(Services partagés)
Technologies de l'information et des communications
(Services partagés)
Politiques et programmes
Erin Polcyn Sailer
Directrice générale
Section de la diversité et de l'inclusion
Élaboration de la politique et des programmes
Administration générale des bureaux
Vérification des programmes des ministères
Opérations des ressources humaines
Nancy Carroll
Sous-ministre adjointe
Centre de services des ressources humaines 1
Centre de services des ressources humaines 2
Centre de services des ressources humaines 3
Centre de services des ressources humaines 4
Centre de services des ressources humaines 5
Centre de services des ressources humaines 6
Perfectionnement et formation
Programme d'aide aux employés
Carmen Carlucci
Directrice
Bureau du respect en milieu de travail
Centre n° 1 – Ministères servis :
Justice
Centre n° 2 – Ministères servis :
Affaires autochtones et du Nord
Conservation et Gestion des ressources hydriques
Logement et Développement communautaire
Travail et Immigration
Administrations municipales
Bureau du vérificateur général
Tourisme, Culture, Patrimoine, Sport et Protection du consommateur
Affaires multiculturelles et Alphabétisation
Centre n° 3 – Ministères servis :
Éducation et Enseignement supérieur
Organisation des mesures d'urgence
Relations fédérales-provinciales
Finances et Secrétariat du Conseil du Trésor
Infrastructure et Transports
Emploi et Économie
Ressources minières
Centre n° 4 – Ministères servis :
Agriculture, Alimentation et Développement rural
Enfants et Perspectives pour la jeunesse
Services à la famille
Santé, Vie saine et Aînés
Centre n° 5 – Paie et avantages sociaux
Paie et avantages sociaux – Tous les ministères
Centre n° 6 – Ministères servis :
Conseil exécutif
Commission de la fonction publique
Initiative de recrutement général – Tous les ministères
Gestion des projets relatifs aux ressources humaines – Tous les ministères
Services de soutien au recrutement – Tous les ministères
Services de soutien à l'emploi – Tous les ministères

INTRODUCTION AND OVERVIEW

Report Structure

The annual report is organized in accordance with the Civil Service Commission's appropriation structure, which reflects the department's authorized vote approved by the Legislative Assembly. The annual report includes information at the main and sub-appropriation levels related to the commission's objectives, actual results achieved, financial performance and variances, and provides a five year historical table reflecting departmental expenditures and staffing.

Governing Legislation

The Civil Service Act

The Civil Service Commission is the independent and impartial agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Civil Service Act* and regulations. Treasury Board Secretariat is responsible for the administration of sections of the Act and regulations relating to classification, pay plans, rates of pay and collective bargaining.

According to subsection 5(1) of *The Civil Service Act* (the Act), the commission shall:

- apply and carry out the provisions of the Act and the regulations under its responsibility
- select and appoint civil servants, and be responsible for their promotion and transfer
- advise the minister having responsibility for the administration of the Act on problems concerning human resource management administration
- of its own motion or upon request of the Lieutenant Governor in Council, investigate and report on
    - the operation of the Act
    - the violation of any provision of the Act or the regulations
    - any alleged impersonation, fraudulent practices, or irregularities in connection with any examination held by, or under the authority of, the commission
- on the request of a minister or the chief officer of an agency of government to which the Act applies, investigate and report to the minister or chief officer upon any human resource management matter relating to the department or to the agency of the government
- appoint such employees as may be necessary to carry out the Act
- perform such other duties and functions as may be assigned to the commission by the Act or any other act of the Legislature or by the Lieutenant Governor in Council

Subsection 5(3) of the Act provides that the commission may from time to time delegate its power or authority to sign any document, paper, minutes or instrument to such persons as it deems advisable.

The Public Interest Disclosure (Whistleblower Protection) Act

The Civil Service Commission continues the legislative development, implementation and administrative roles for *The Public Interest Disclosure (Whistleblower Protection) Act* across the civil service. The commission provides expertise and guidance to departments and public bodies regarding their statutory responsibilities under the Act. A designated officers' network is in place to provide a cross-government forum for information-sharing, networking and exchanging ideas/experiences regarding their responsibilities under *The Public Interest Disclosure (Whistleblower Protection) Act*.

Environmental Scan

The average age of the population in Canada and Manitoba continues to grow. In Manitoba the median age of the population reported in the 2006 census was 38.1 years, up from 34.7 years reported 10 years previously. Statistics Canada reports that as at July 1, 2012 the median age was estimated at 40.0 years.

In spite of the recent economic downturn, employers continue to have difficulty recruiting to positions in accounting, engineering and other positions under the physical sciences component.

Employers are turning to previously under-utilized segments of our population and immigration to find new workers for their jobs.

Composition of the Civil Service

The following table shows the total number of active civil service employees by employee type[1] over the last four years.

Employee Type	2012	2013	2014	2015
Regular, Term, Technical and Departmental	14,796	14,611	14,432	14,238
Casual	473	494	359	439
Contract	31	28	24	24
Total	**15,300**	**15,133**	**14,815**	**14,701**

These figures include all active regular, term, technical, departmental, casual, and contract employees appointed under *The Civil Service Act* who work on a full-time or part-time basis.

These statistics do not include employees of any public entity (e.g. teachers, employees in regional health authorities) or crown corporations not appointed under *The Civil Service Act*.

Employee count statistics are based solely on the total number of active employees on the payroll of the Manitoba government taken as at March 31 of each year. It should be noted that the total number of employees fluctuates on a daily basis due to factors such as normal staffing activity and seasonal employment requirements.

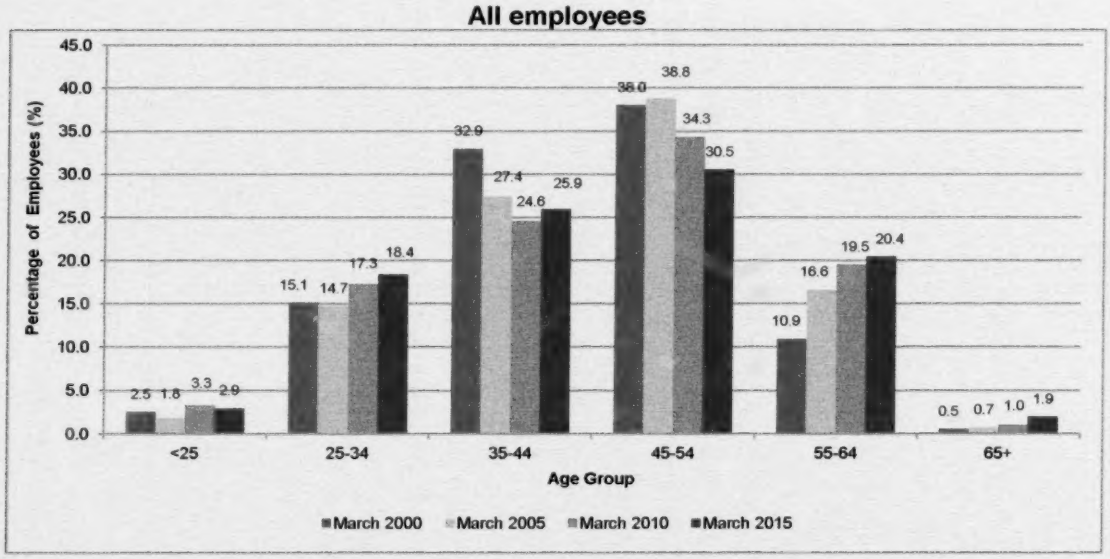
A breakdown of the total number of active employees by department is included in Appendix B on page 46.

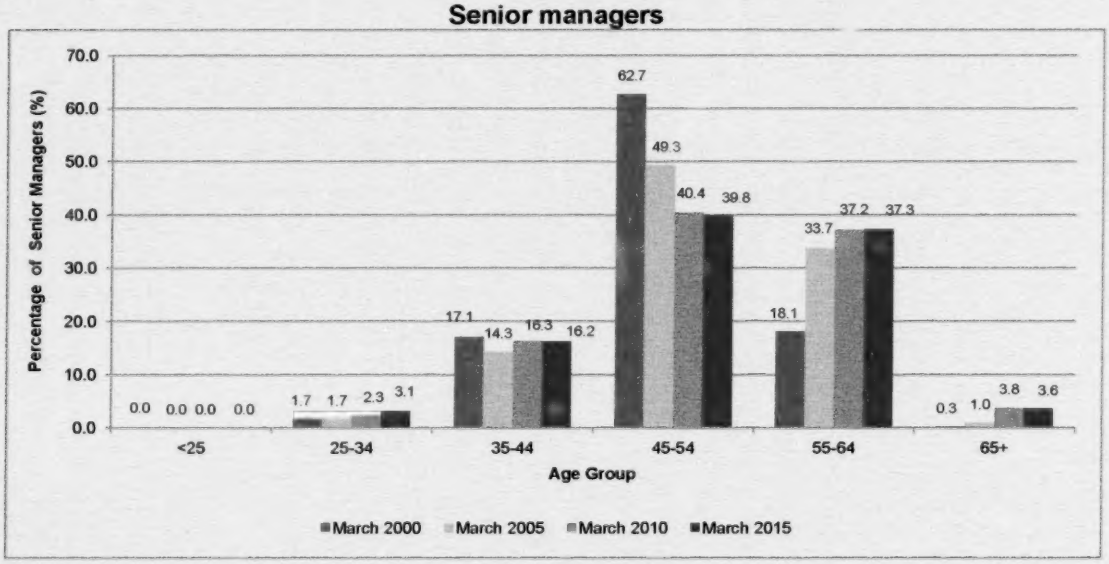
[1] See definitions in Appendix A on page 45.

Age Demographics

As at March 31, 2015 the average age of all civil servants was 45.4 years, and that of senior managers was 52.7 years. Recent projections show that 23.7% of civil servants[2] will be eligible to retire within five years, increasing to 40.5% within 10 years. At the senior manager[2] level, 44.6% of employees will be eligible to retire within five years, and 68.8% within 10 years.

The following chart provides a breakdown of all active employees[2] by age group as at March 31, 2015, followed by a similar breakdown of senior managers.





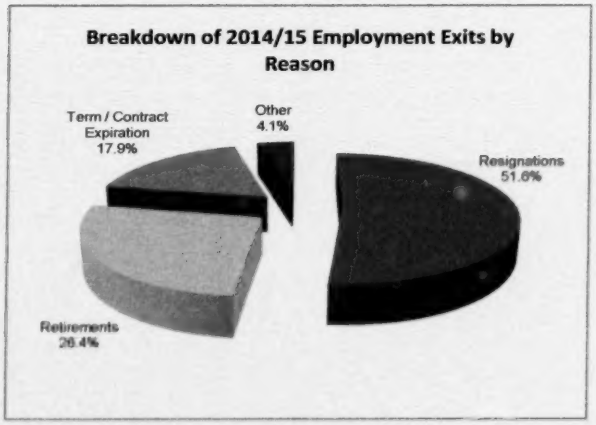
[2] Based on active regular, term, technical and departmental civil servants (excludes contracts and casual).

Employee Turnover

The overall turnover rate[3] gradually increased from 6.4% in 2009/10, to 8.1% in 2011/12, and has since decreased slightly to 7.6% in 2014/15.

Statistics also indicate that the average age at which civil servants are retiring has dropped over the past eight years from 63 years to 61 years[4].

Over the course of 2014/15, a total of 1,948[5] employees left the civil service.



Diversity and Inclusion

The Manitoba Government Diversity and Inclusion Strategy was announced in March 2015, updating the previous Provincial Civil Service Diversity Strategy. The vision of the new strategy is to achieve an exemplary civil service that is inclusive and reflective of the population it serves.

The strategy has three primary objectives:

1. To recruit from a diverse, qualified group of potential applicants to build a representative workforce, at all levels of the organization.
2. To identify and remove employment barriers to enable the full participation of all employees.
3. To cultivate a culture that motivates individuals to contribute to their full potential and build a career with a high-performing Manitoba government.

Employment equity is an important aspect of diversity efforts.

The Employment Equity Policy identifies four groups for which specific representation benchmarks have been set out:

- Women
- Aboriginal persons – persons of North American Aboriginal ancestry, including First Nations (status and non-status Indians), Inuit and Métis
- Persons with a disability – persons whose functional limitations owing to their impairment have been accommodated or may require accommodation in their job or workplace, and/or persons who have a long-term or recurring impairment and believe an employer or potential employer is likely to consider them to be disadvantaged in employment by reasons of that impairment, or persons who have a long-term or recurring impairment and consider themselves to be disadvantaged in employment by reasons of that impairment
- Visible minorities – persons, other than Aboriginal people, who because of their race or colour, are a visible minority; examples of visible minority include Black (e.g. African, Haitian, Jamaican and Somali), South Asian (e.g. East Indian, Pakistani, Punjabi and Sri Lankan), South East Asian (e.g. Cambodian, Indonesian, Laotian and Vietnamese), Arab / West Asian (e.g. Armenian, Egyptian, Iranian, Lebanese and Moroccan), Chinese, Filipino, Latin American, Japanese and Korean

Benchmarks were last revised in 2003/04 as per 2001 census data and feedback from community consultations. As part of the new strategy, updated benchmarks will soon come into effect to better reflect current Manitoba demographics.

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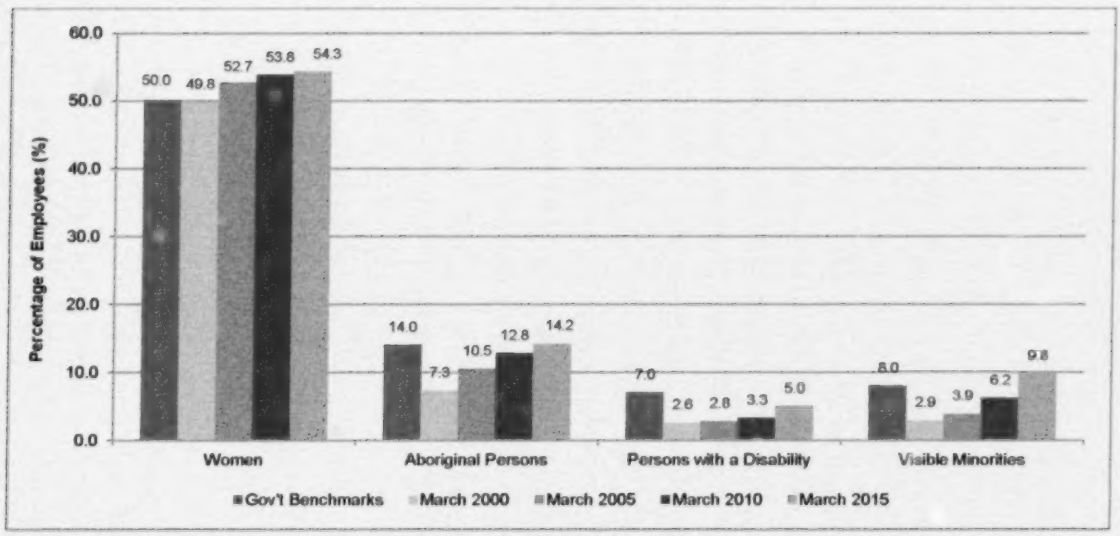
[3] Turnover rate is based on regular employees only.
[4] Average retirement age is reported by the Civil Service Superannuation Board.
[5] Statistics on employee exits includes all employees (regular, term, technical, departmental, casual and contract).

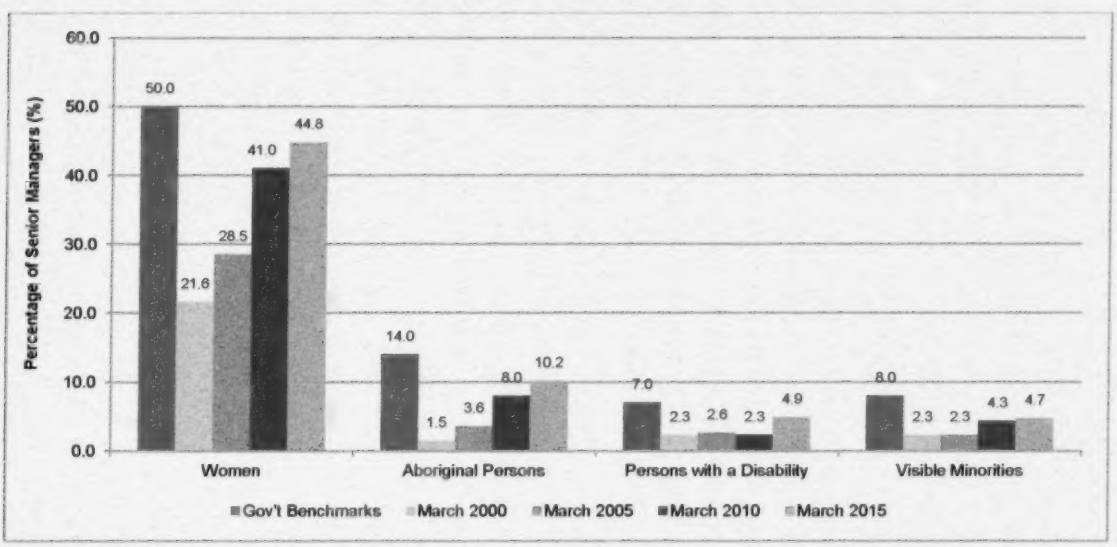
For information on 2014/15 activities related to diversity and inclusion see the Internship, Equity and Employee Development Programs table on page 28.

The following charts provide information on employment equity benchmarks, historical data and representation status as at March 31, 2015.

All employees[6]



Senior managers[6]



[6] Includes regular, term, technical and departmental positions (active and inactive).

INTRODUCTION ET APERÇU

Structure du rapport

Le rapport annuel suit la structure des crédits de la Commission de la fonction publique qui reflète les crédits autorisés de ce ministère, approuvés par l'Assemblée législative. Il comprend des renseignements sur les objectifs de la Commission, sur les résultats obtenus et sur la performance et les écarts financiers pour les crédits principaux et les sous-crédits ainsi qu'un tableau récapitulatif des dépenses et de la dotation en personnel de la Commission pour les cinq dernières années.

Lois et règlements en vigueur

Loi sur la fonction publique

La Commission de la fonction publique est un organisme indépendant et impartial chargé de la gestion efficace des ressources humaines au sein du gouvernement et qui représente l'intérêt public dans l'administration de la *Loi sur la fonction publique* et de ses règlements d'application. Le Secrétariat du Conseil du Trésor est chargé de l'administration des articles de la *Loi* et de ses règlements d'application en ce qui concerne la classification, les systèmes de rémunération, les taux de rémunération et les négociations collectives.

Conformément au paragraphe 5(1) de la *Loi sur la fonction publique* (la *Loi*), la Commission :

- applique la *Loi* et les règlements;
- choisit et nomme les fonctionnaires, et voit à leur promotion et à leur mutation;
- conseille le ministre responsable de l'application de la *Loi* sur les questions relatives à l'administration du personnel;
- de sa propre initiative ou sur demande du lieutenant-gouverneur en conseil, fait enquête et rapport :
  - sur le fonctionnement de la *Loi*,
  - sur la violation d'une disposition de la *Loi* ou des règlements,
  - sur toute allégation d'usurpation d'identité, de manœuvres frauduleuses ou d'irrégularités à l'occasion d'un examen tenu par la Commission ou sous son autorité;
- et à la demande d'un ministre ou du directeur d'un organisme gouvernemental assujetti à la *Loi*, elle examine toute question relative au personnel du ministère ou de l'organisme et fait rapport au ministre ou, le cas échéant, au directeur de l'organisme;
- sous réserve des dispositions de la *Loi*, nomme les employés nécessaires à l'application de celle-ci;
- exerce les autres fonctions que la *Loi*, une autre loi de la Législature ou le lieutenant-gouverneur en conseil lui assigne.

Conformément au paragraphe 5(3), l'autorité que possède la Commission de signer certains documents, procès-verbaux ou instruments, peut être déléguée à d'autres personnes, si la Commission le juge à propos.

Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles)

La Commission de la fonction publique poursuit son travail d'élaboration et de mise en œuvre de la *Loi sur les divulgations faites dans l'intérêt public (protection des divulgateurs d'actes répréhensibles)* et remplit les fonctions administratives qui y sont associées, et ce, pour l'ensemble de la fonction publique. La Commission agit comme expert auprès des ministères et des organismes publics et leur fournit des conseils concernant les obligations que leur impose la *Loi*. De plus, un réseau de fonctionnaires désignés a été établi pour que ceux-ci disposent d'un forum pangouvernemental pour la mise en commun d'information, le réseautage et l'échange d'idées et d'expériences concernant leurs responsabilités en vertu de la *Loi*.

Analyse environnementale

L'âge moyen de la population au Canada et au Manitoba continue de croître. Au Manitoba, l'âge médian de la population rapporté lors du recensement de 2006 était de 38,1 ans, comparativement à 34,7 ans dix ans auparavant. D'après Statistique Canada, au 1er juillet 2012, l'âge médian estimé était de 40 ans.

En dépit du récent ralentissement économique, les employeurs ont toujours du mal à recruter du personnel dans les domaines de la comptabilité, de l'ingénierie et des sciences physiques.

Ils se tournent donc vers des segments de notre population jusque-là sous-utilisés ainsi que vers l'immigration pour trouver de nouveaux travailleurs et pourvoir aux postes vacants.

Composition de la fonction publique

Le tableau suivant indique le nombre total de fonctionnaires par type de poste[7] au cours des quatre dernières années.

Type de poste	2012	2013	2014	2015
Postes réguliers, temporaires, spéciaux et ministériels	14 796	14 611	14 432	14 238
Postes occasionnels	473	494	359	439
Postes contractuels	31	28	24	24
Total	**15 300**	**15 133**	**14 815**	**14 701**

Ces chiffres incluent tous les employés actifs réguliers, temporaires, titulaires de postes spéciaux et ministériels, occasionnels et contractuels nommés en vertu de la *Loi sur la fonction publique*, travaillant à temps plein ou partiel.

Ces statistiques n'englobent pas les employés d'entités publiques (p. ex., enseignants, employés des offices régionaux de la santé) ou de sociétés d'État qui ne sont pas nommés en vertu de la *Loi*.

Les statistiques sur le nombre d'employés sont basées uniquement sur le nombre total d'employés actifs figurant sur la liste de paie du gouvernement du Manitoba au 31 mars de chaque année. Il faut noter que le nombre total d'employés varie quotidiennement en raison de facteurs comme les activités normales de dotation et les exigences en matière d'emplois saisonniers.

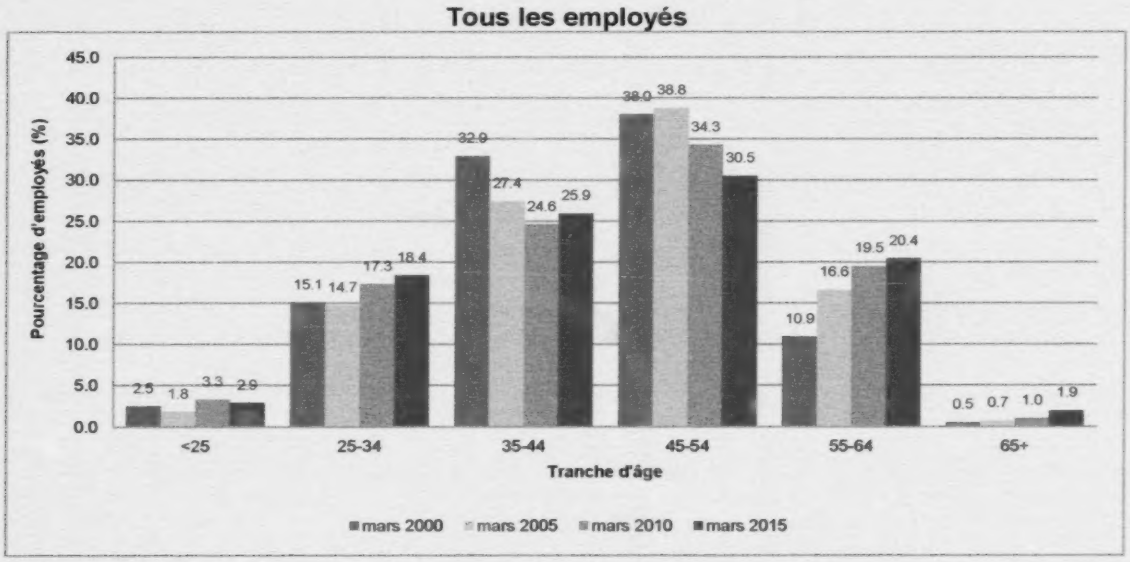
La répartition ministérielle du nombre total d'employés actifs figure dans l'annexe B, page 46.

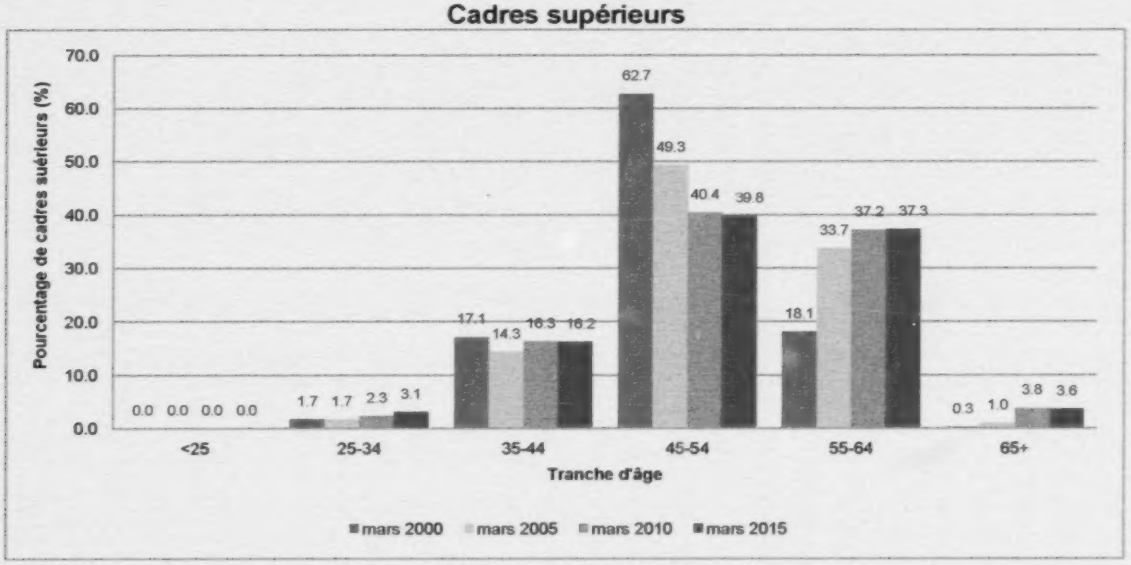
[7] Voir les définitions à l'Annexe A, à la page 45.

Répartition par âge

Au 31 mars 2015, l'âge moyen dans la fonction publique était de 45,4 ans, et celui des cadres supérieurs était de 52,7 ans. De récentes projections indiquent que le pourcentage de fonctionnaires[8] admissibles à la retraite sera de 23,7 % d'ici cinq ans et de 40,5 % d'ici dix ans. D'ici cinq ans, 44,6 % des cadres supérieurs[8] seront admissibles à la retraite, et 68,8 % le seront d'ici dix ans.

Les diagrammes suivants décrivent respectivement la répartition de tous les employés actifs[8] et celle des cadres supérieurs, par tranche d'âge, au 31 mars 2015.





[8] D'après le nombre d'employés actifs réguliers, temporaires et titulaires de postes spéciaux et ministériels (excluant les employés occasionnels et contractuels).

Roulement du personnel

Le taux global de roulement[9] a augmenté progressivement de 6,4 % en 2009-2010 à 8,1 % en 2011-2012, pour baisser légèrement à 7,6 % en 2014-2015.

De plus, les statistiques indiquent que l'âge moyen de la retraite pour les employés de la fonction publique est passé de 63 ans à 61 ans au cours des huit derniers exercices[10].

Au cours de l'exercice 2014-2015, 1 948 employés[11] ont quitté la fonction publique.

Répartition des départs d'employés en 2014-2015, par motif
Fins de période déterminée ou de contrat 17.9%
Autre 4.1%
Démissions 51.6%
Retraites 26.4%

Diversité et inclusion

La Stratégie de diversité et d'inclusion du gouvernement du Manitoba a été annoncée en mars 2015. Elle remplace la précédente Stratégie relative à la diversité dans la fonction publique provinciale. La vision énoncée dans la nouvelle stratégie est celle d'une fonction publique exemplaire et inclusive qui est représentative de la population que nous servons.

La stratégie a trois principaux objectifs :

1. Recruter une main-d'œuvre représentative à tous les niveaux du gouvernement à partir d'un groupe diversifié de candidats potentiels qualifiés.
2. Déterminer et supprimer les obstacles à l'emploi afin de permettre une pleine participation de tous les employés.
3. Cultiver une culture qui encourage les individus à contribuer à leur plein potentiel et à construire une carrière dans une fonction publique manitobaine performante.

L'équité en matière d'emploi est un important aspect des efforts déployés pour la diversité.

La politique d'équité en matière d'emploi vise quatre groupes désignés pour lesquels des taux de représentation précis ont été établis :

- Les femmes;
- Les Autochtones – personnes d'ascendance autochtone nord-américaine, y compris les membres des Premières nations (Indiens inscrits et non inscrits), les Inuits et les Métis;
- Les personnes handicapées – les personnes dont les limitations fonctionnelles liées à leur déficience ont fait ou pourront faire l'objet de mesures d'adaptation pour leur emploi ou dans leur lieu de travail, les personnes ayant un handicap de longue durée ou persistant et qui pensent que leur employeur ou qu'un employeur éventuel les considérera comme désavantagées pour exercer un emploi en raison de cette déficience et les personnes qui ont une déficience durable ou récurrente et qui se considèrent comme désavantagées pour exercer un emploi en raison de cette déficience;
- Les minorités visibles – les personnes non autochtones qui, en raison de leur race ou de leur couleur, sont considérées comme faisant partie d'une minorité visible. Sont considérés comme faisant partie de minorités visibles les personnes de race noire (p. ex., les Africains, les Haïtiens, les Jamaïcains et les Somaliens), les Asiatiques du Sud (p. ex., les Indiens, les Pakistanais, les Panjabis et les Sri-Lankais), les Asiatiques du Sud-Est (p. ex., les Cambodgiens, les Indonésiens, les Laotiens et les Vietnamiens), les Arabes et les Asiatiques de l'Ouest (p. ex., les Arméniens, les Égyptiens, les

[9] Le taux de roulement est calculé en fonction des employés permanents seulement.
[10] Les données sur l'âge moyen de la retraite proviennent de la Régie de retraite de la fonction publique.
[11] Les statistiques sur les départs d'employés comprennent tous les employés (permanents, temporaires, titulaires de postes spéciaux, ministériels, occasionnels et contractuels).

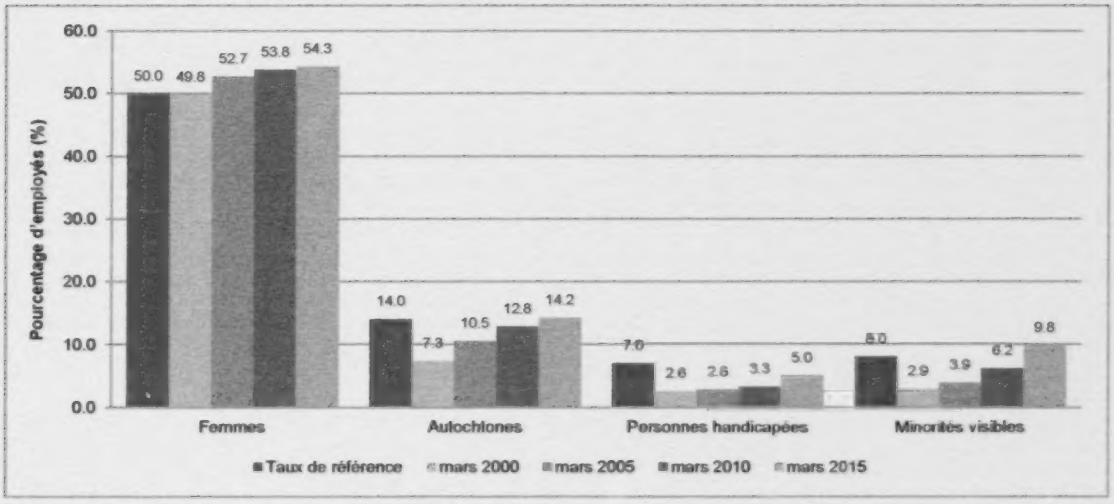
Iraniens, les Libanais et les Marocains), les Chinois, les Philippins, les Sud-Américains, les Japonais et les Coréens.

La dernière révision des objectifs en matière de diversité a eu lieu en 2003-2004 et se basait sur les données du recensement de 2001 et des commentaires recueillis lors de consultations communautaires. Dans le cadre de cette nouvelle stratégie, des objectifs révisés vont bientôt entrer en vigueur afin de mieux refléter les données démographiques actuelles du Manitoba.

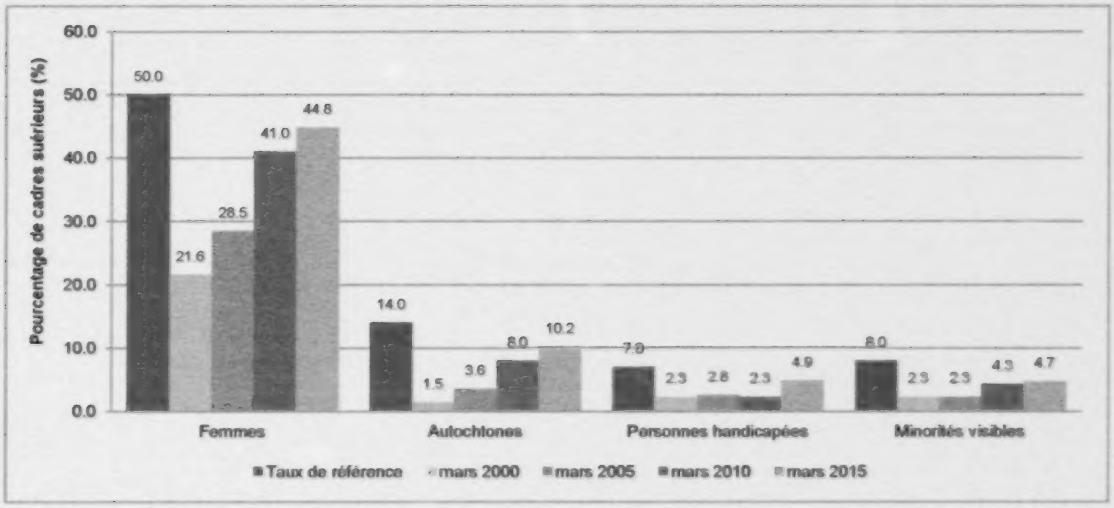
Pour obtenir plus de renseignements sur les activités de 2014-2015 liées à la diversité et à l'inclusion, consultez le tableau Équité, perfectionnement professionnel et formation en stages de la page 28.

Les diagrammes suivants présentent les objectifs en matière d'équité, des données historiques et les taux de représentation au 31 mars 2015.

Tous les employés[12]



Cadres supérieurs[12]



[12] Les chiffres comprennent les postes permanents, temporaires, spéciaux et ministériels (actifs et inactifs).

ROLE OF THE CIVIL SERVICE COMMISSION

The Civil Service Commission works with Treasury Board Secretariat to lead the development, management and delivery of human resource strategies and programs consistent with the provisions of *The Civil Service Act*, responsive to general government policy and supportive of departmental and/or broad organizational goals.

The Act provides for the management, direction and administration of human resource management matters within the government. This is achieved through the combination of a Civil Service Commission Board and an independent and impartial agency reporting through a commissioner/deputy minister to the Minister responsible for the Civil Service.

Programs and policies respecting human resource management for the civil service are developed under the provisions of the Act and government policy direction. These are implemented under the authority of the commission or the Lieutenant Governor in Council.

Vision

The highest standard of public service provided by a dedicated and representative workforce.

Mission

To provide human resource leadership and services which sustain and inspire public service.

Principles

The Civil Service Commission carries out its responsibilities in accordance with the values shared by all Manitoba government employees:

- act in the public interest
- act with integrity
- act with respect for others
- act with skill and dedication

Goals

The policies, programs and services of the commission are dedicated to:

- the continuing attraction, engagement and productivity of a valued public service
- the enhancement of a workplace that is inclusive and respectful
- strengthening of strategic human resource management

RÔLE DE LA COMMISSION DE LA FONCTION PUBLIQUE

La Commission, en collaboration avec le Secrétariat du Conseil du Trésor, assure le développement, la gestion et la prestation de stratégies et de programmes relatifs aux ressources humaines conformément à la *Loi sur la fonction publique*, répondant des politiques générales du gouvernement et appuyant les objectifs ministériels et organisationnels de ce dernier.

La *Loi* prévoit la gestion, l'orientation et l'administration des dossiers liés aux ressources humaines au sein de l'appareil gouvernemental, par l'action conjuguée du Conseil de la Commission de la fonction publique et d'un organisme indépendant et impartial rendant compte, par l'intermédiaire d'un commissaire ou d'un sous-ministre, au ministre responsable de la Fonction publique.

Les programmes et politiques de gestion des ressources humaines relatifs à la fonction publique sont conçus conformément aux dispositions de la *Loi* et à l'orientation générale de la politique gouvernementale. Ils sont mis en œuvre sous l'autorité de la Commission de la fonction publique ou du lieutenant-gouverneur en conseil.

Vision

Offrir des services publics de grande qualité grâce à une main d'œuvre dévouée et représentative.

Mission

Offrir du leadership et des services en matière de ressources humaines qui assureront la stabilité de la fonction publique et inspireront ses employés.

Principes

La Commission de la fonction publique assume ses responsabilités en accord avec les valeurs que partagent tous les employés du gouvernement du Manitoba :

- agir dans l'intérêt du public;
- agir avec intégrité;
- agir dans le respect des autres;
- agir avec compétence et dévouement.

Buts

Les politiques, programmes et services de la Commission visent :

- à offrir des services publics estimés au caractère attrayant, engageant et productif;
- à améliorer un lieu de travail inclusif et respectueux;
- à favoriser une gestion stratégique des ressources humaines.

CIVIL SERVICE COMMISSION BOARD

The Civil Service Commission Board is constituted under subsection 4(1) of *The Civil Service Act* and consists of not less than three or more than seven members appointed by the Lieutenant Governor in Council. One member is designated chairperson. Three members may constitute a quorum for any business of the board. Six of the members are citizen members including the chairperson.

Board Members

Shirley Delaquis, Chairperson/Citizen Member
Ertrice Eddy, Citizen Member
Russell Malkoske, Citizen Member
Yvonne Pompana, Citizen Member
Loretta Ross, Citizen Member
Brian Stewart, Citizen Member
Lynn Romeo, Civil Service Commissioner

A secretary, who is not a member of the board, provides functional guidance and staff support for all the board activities. The secretary manages the board's quasi-judicial appeal functions, including procedural and legal consultation, registration and administration of all appeal matters and decisions on appeal.

Administration of *The Civil Service Act*

The board applies and carries out those provisions of *The Civil Service Act* (the Act) for which it is responsible. They include:

- ensuring the principles of staffing (merit, fairness and equity) are upheld in accordance with the Act and approving staffing policies and standards
- delegating recruitment and selection authority to staff of the commission, deputy ministers and others performing staffing functions in order that they may administer provisions of the Act, and monitoring on a regular basis delegated statutory authority through an audit process
- ongoing monitoring and support of the government's Employment Equity Policy as it relates to recruitment and selection
- providing an independent quasi-judicial appeal function for employees under the Act, regulations and applicable collective agreements
- ensuring consistent and equitable treatment of all matters within the board's jurisdiction
- ensuring the maintenance and revision of policy authorities and delegations
- advising and informing the Minister responsible for the Civil Service and the commissioner on matters pertaining to human resource management in government relating to matters under the board's jurisdiction
- developing and maintaining regulations under the board's statutory responsibility relating to the Conditions of Employment Regulation under the Act
- reviewing and approving the annual report of the commission for submission to the Minister responsible for the Civil Service

The board carries out its functions and responsibilities through the staff organization outlined in this annual report. In addition, the board receives regular presentations from commission staff on new and ongoing programs and policy initiatives.

Quasi-Judicial Appeal Function

The board, in its appeal function, is an independent and impartial appeal tribunal and operates on the basis of its rules of procedure, the provisions of *The Civil Service Act*, regulations, collective agreements, rules of evidence, and the principles of natural justice and procedural fairness.

The board determines appeals on the basis of: evidence and argument presented to the appeal board; previous board precedents; arbitral jurisprudence; its assessment and weighing of the evidence and arguments provided; and, upon consideration of the provisions of the Act, regulations and collective agreements and applicable policy.

The board has all the powers of commissioners appointed pursuant to Part V of *The Manitoba Evidence Act* including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The appeal function includes:

- classification appeals from excluded employees, bargaining unit employees and management
- selection appeals from both excluded employees and bargaining unit employees following selection grievances
- disciplinary appeals from excluded employees following grievance procedures
- appeals on alleged violations of *The Civil Service Act*
- conflict of interest appeals from government employees
- appeals on delegated administrative review decisions to overturn staffing competitions
- appeals from employees impacted by workforce adjustment who were re-employed to other positions on a trial basis but were rejected on trial

Board Activities 2014/15

During 2014/15, the board met on a regular basis to review matters of concern arising during the year and to consider presentations from staff on programs administered by the commission.

Administrative Meetings	Fiscal Years		
	2012/13	2013/14	2014/15
Submissions:			
Staffing Audit Report(s)	2	2	3
Diversity/Employment Equity Audit Report(s)	2	2	7
Progress Memos on Audit Recommendation(s)	-	-	2
Revisions to Staffing Delegation[13]	8	6	5
Human Resource Policy Approval	4	2	9
Other	-	-	-

The board maintains an overview of commission and department human resource activities through regular reports and monitoring related to the delegation of recruitment and selection authority, implementation of diversity and employment equity, and human resource practices and policies. The board attended the annual conference held by the Manitoba Council of Administrative Tribunals (MCAT Inc.). The board members attended the 2014 United Nations International Day of Persons with Disabilities event on "Adequate Standard of Living and Social Prevention". Two board members also attended board performance training with the Crown Corporations Council.

[13] Includes delegation of recruitment and selection authority.

Staff presentations to the board included:

- a presentation and discussion on the proposed Manitoba Government Diversity and Inclusion Strategy
- an overview of the acting status process
- an overview of the staffing workshop for human resource professionals

Appeals	Fiscal Years		
	2012/13	2013/14	2014/15
Initiated	18	19	17
Carried over from previous year[14]	25	24	19
Withdrawn	8	17	5
Heard	11	7	10
Granted	2	1	5
Granted other than requested	-	-	-
Denied	9	6	5
Carried over to next fiscal year	24	19	21

The board continues to review all appeal decisions once issued to ensure consistency and common understanding of the issues determined. The board maintains an index and summary of decisions for reference by individual appeal boards and parties to an appeal. Appeal issues determined during 2014/15 primarily involved classification appeals. A number of appeals submitted were resolved without requiring a hearing following discussions between the parties and their representatives. The board continues to encourage the practice of pre-hearing discussions between the parties in hopes of early resolution of matters in dispute.

Appeals by Type	Initiated 2014/15	Carried from 2013/14	Withdrawn	Granted	Granted Other	Denied	Carried to 2015/16
Classification	15	16	4	3	-	4	20
Selection	1	1	-	1	-	-	1
Conflict of Interest	-	-	-	-	-	-	-
Benefits Administration	-	-	-	-	-	-	-
Over-Range	-	1	1	-	-	-	-
Dismissal	-	-	-	-	-	-	-
Administrative Review	-	-	-	-	-	-	-
Jurisdiction	1	-	-	1	-	-	-
Violation of the Act	-	-	-	-	-	-	-
Trial Rejection	-	-	-	-	-	-	-
Disciplinary Action	-	1	-	-	-	1	-
Implementation of CSC Decision	-	-	-	-	-	-	-
Total	**17**	**19**	**5**	**5**	**-**	**5**	**21**

[14] Appeals carried over relate to a number of appeals in process such as those that are currently under review or in discussion between the parties, scheduled for an upcoming hearing or awaiting a written decision from an appeal board.

EXECUTIVE SUPPORT

Overview

Executive Support provides management direction and coordination for the Civil Service Commission programs, advises the government on human resource issues in government, and provides advisory, consulting and administrative services to the Civil Service Commission Board.

Objectives

The objectives of Executive Support are to:

- provide executive policy direction for, and coordination of, commission programs
- advise the government, through the minister responsible, on human resource management issues in government
- provide advisory, consulting and administrative services to the board
- develop and implement government human resource policy and programs
- monitor and support the government's diversity and employment equity efforts
- provide a responsive, consistent and high standard of human resource services to all departments of the government
- maintain comprehensive regulations, in cooperation with the Labour Relations Division of Treasury Board Secretariat, regarding conditions of employment for non-unionized employees
- prepare an annual report to the Legislature

Activities

- Through the program areas of the commission, provide comprehensive human resource management services, policies and programs consistent with *The Civil Service Act* and government policy, and support for governmental and departmental goals.
- Oversee the recruitment, selection and appointment of executive staff, including leadership development.
- Monitor, evaluate and support the implementation of diversity and employment equity across the government, including approval and implementation of the new Manitoba Government Diversity and Inclusion Strategy, and formulate issues and recommendations for review with the minister responsible.
- Oversee the continuous improvement of human resource services in the government to strengthen the coordination of human resource activities, and to focus on corporate priorities while being responsive to departmental needs.
- Oversee the implementation of the corporate human resource plan that represents the Manitoba government's human resource management priorities.
- Manage and direct the executive functions of the commission and the development of strategic initiatives and programs.
- Manage and administer all activities of the board including policy and administrative submissions, delegated authorities and appeals.

- Provide policy, jurisdictional and legal consultation and advice to executive government management.
- Provide expertise and guidance to departments and public bodies regarding their statutory responsibilities under *The Public Interest Disclosure (Whistleblower Protection) Act.*

The Public Interest Disclosure (Whistleblower Protection) Act

The Public Interest Disclosure (Whistleblower Protection) Act came into effect in April 2007. This law gives employees a clear process for disclosing concerns about significant and serious matters (wrongdoing) in the Manitoba civil service, and strengthens protection from reprisal. The Act builds on protections already in place under other statutes, as well as collective bargaining rights, policies, practices and processes in the Manitoba civil service.

Wrongdoing under the Act may be: contravention of federal or provincial legislation; an act or omission that endangers public safety, public health or the environment; gross mismanagement; or, knowingly directing or counselling a person to commit a wrongdoing. The Act is not intended to deal with routine operational or administrative matters.

A disclosure made by an employee in good faith, in accordance with the Act, and with a reasonable belief that wrongdoing has been or is about to be committed is considered to be a disclosure under the Act, whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required under the Act, and must be reported in a department's annual report in accordance with Section 18 of the Act.

In April 2014, the commission received the report on the review of *The Public Interest Disclosure (Whistle Blower) Protection Act* (the Report). The Report noted Manitoba was the first province in Canada to introduce this type of legislation on a stand-alone basis and any assessment of its effectiveness should be considered in the context of the evolution of whistleblower protection laws in Canada and elsewhere since the Act was proclaimed. The Report contained a total of 10 recommendations which fell within four major areas:

1. Recommendations to ensure all employees receive adequate education programs to complement information available online and that designated officers, who are responsible for managing internal disclosures, are adequately trained;

2. Recommendations to create a central process to ensure that all bodies covered by the Act have effective procedures in place to provide them with support when creating procedures and interpreting the Act, and to track and gather data related to internal disclosures among all departments, bodies or organizations, and make it available to the public;

3. Recommendations that would clarify and amend procedures relating to the Ombudsman's responsibilities under the Act; and

4. Recommendations to strengthen the protections available to address allegations of reprisal by giving the Ombudsman the authority to investigate and take immediate action to address acts of reprisals.

The Report also recommended that the Act be reviewed every five years. During 2014/15, the commission began a review of the Report's recommendations along with recommendations received from the Acting Ombudsman to determine what legislative amendments might be required.

The following is a summary of disclosures received by the commission for fiscal year 2014/15:

Information Required Annually (per Section 18 of The Act)	Fiscal Year 2014/15
The number of disclosures received, and the number acted on and not acted on. *Subsection 18(2)(a)*	NIL
The number of investigations commenced as a result of a disclosure. *Subsection 18(2)(b)*	NIL
In the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing, or the reasons why no corrective action was taken. *Subsection 18(2)(c)*	NIL

1(a) EXECUTIVE SUPPORT

Expenditures by Sub-appropriation	Actual 2014/15 $(000s)	FTEs	Estimate 2014/15 $(000s)	Variance Over/(Under) $(000s)	Expl. No.
Salaries and Employee Benefits[(a)]	468	4.00	482	(14)	
Other Expenditures	86		86	-	
Total Sub-appropriation	**554**	**4.00**	**568**	**(14)**	

Note:

(a) Executive Support salaries and employee benefits include aggregate compensation of $28 paid to Civil Service Commission Board Members in 2014/15.

POLICY AND PROGRAMS

Overview

Policy and Programs provides for the development of policies, plans and programs which sustain and inspire public service.

Policy and Programs is committed to the implementation of human resource actions that:

- strengthen the human resource policy and governance framework
- improve staffing efficiency, consistency and effectiveness
- increase the leadership capacity of employees within the Manitoba government
- increase opportunities to enhance diversity and inclusion
- improve the workplace environment and culture
- introduce human resource innovations

Objectives

The objectives of Policy and Programs are to ensure the following:

- build representative, inclusive and fulfilling workplaces throughout government
- develop employee and organization capacity
- introduce innovative human resource policies and practices
- ensure a consistent and high standard of human resource services

Activities/Results

- Lead and support departments in the development and implementation of activities relating to the diversity and inclusion goals of the Manitoba government. During 2014/15:
    - the Manitoba Government Diversity and Inclusion Strategy, which builds on the successes of the previous Provincial Civil Service Diversity Strategy, was announced in March 2015
    - the Manitoba government was recognized as one of Canada's Best Diversity Employers for 2014, as one of Canada's Top Employers for Young People for 2014, and one of Manitoba's Top Employers for 2014
    - the Manitoba government was presented with the Diversity Champion Award by the Joint Community and Government Committee on the Employment of Persons with a Disability for its successful human resource policies and practices that have resulted in the hiring and advancement of persons with a disability. Six managers from four departments were also presented with the same award for their individual efforts
- Coordinate and deliver education and awareness building initiatives to promote diversity and inclusion.
    - organized 14 learning events to celebrate internationally and nationally recognized days that promote diversity and inclusion
    - coordinated levels 1 and 2 awareness workshops as part of the Safe Spaces Initiative, which aims to create safe spaces throughout the Manitoba government where employees can feel comfortable seeking information or discussing gender and sexual diversity issues in the workplace

- Working in conjunction with Human Resource Operations division and client departments, engage in outreach activities throughout the province in order to promote career opportunities within the Manitoba government. In 2014/15:
  - outreach events, including 25 general job fairs and occupation specific career fairs for law enforcement and financial workers
  - ongoing outreach to Aboriginal communities across the province, organizations and employment agencies representing persons with a disability and visible minorities, and professional regulatory bodies
  - ongoing consultations with organizations representing persons with a disability to identify candidates for employment opportunities
  - initiated the use of social media to enhance the promotion of job opportunities in the Manitoba government
  - developed resources that specifically focus on difficult to recruit positions. In 2014/15, guidelines on Outreach Recruitment, Difficult to Recruit and Nurses Recruitment were developed
  - engaged the employee networks and resource groups and participants of the Ambassadors Initiative in promoting careers in the Manitoba government
  - continued implementation of age-friendly initiatives to recruit and retain older workers. This includes advertising with ThirdQuarter, a non-profit organization specializing in recruitment for mature job seekers, and showcasing long-term and second career employee profiles
- Develop and train employees on recruitment and selection practices to ensure appointments are based on the principles of merit, fairness and equity. In 2014/15, a new e-learning course entitled "Strategic Staffing: Foundations", was created as an introduction and pre-requisite to the formal classroom training for managers and HR practitioners. In 2014/15, a total of 88 employees took the e-learning training, with 36 employees participating in formal training on recruitment and selection as follows:
  - 13 employees attended Strategic Staffing Skills for Human Resource Practitioners
  - 23 managers attended Strategic Staffing Skills for Managers
- Develop, implement, communicate and support policies and initiatives that promote positive and effective workplaces in government. In 2014/15, ten policies were reviewed and updated, including Conflict of Interest, Staffing Methods and Access to Selection Information. Resources were developed relating to conflict of interest, scent-free workplaces and succession planning for critical positions. A Respectful Workplace Survey was also conducted in early 2015 to better understand employees' workplace experiences and inform approaches to ensure respectful work environments.
- Audit staffing practices of delegated departments to ensure compliance with delegation agreements and related activities. During 2014/15:
  - three audits of staffing practices of departments with delegated staffing authority were completed
  - five applications for delegated staffing authority were reviewed
  - ten presentations related to staffing audits and delegated staffing authority were made
  - provided ongoing input and feedback to various special project teams
- Review and audit department diversity, inclusion and employment equity performance to reinforce departmental accountability for diversity and inclusion. In 2014/15, seven department reports were completed and were presented to the Civil Service Commission Board.
- Support employee networks and resource groups that engage and encourage future and representative generations of civil servants.
  - New Professionals Network: a group with 1,403 members from across government departments

- Touchstone: a group of 207 Aboriginal employees from across government departments
- VM Net: VM Net connects visible minority employees across government departments for the purpose of learning, appreciation of its members' cultural diversity and responsible citizenship and has 131 registered members
- Civil Servants with Abilities Network: launched in 2014/15, is a group of employees from across government departments for the purpose of supporting the full inclusion and professional development of Manitoba civil servants with a disability

These groups are described in Appendix C on page 47.

1(b) POLICY AND PROGRAMS

Expenditures by Sub-appropriation	Actual 2014/15 $(000s)	FTEs	Estimate 2014/15 $(000s)	Variance Over/(Under) $(000s)	Expl. No.
Salaries and Employee Benefits	1,745	21.00	1,801	(56)	1
Other Expenditures	713		895	(182)	2
Less: Recoverable from other Appropriations	(277)		(277)	-	
Total Sub-appropriation	**2,181**	**21.00**	**2,419**	**(238)**	

Explanations:

1. The under-expenditure is primarily due to vacancy management as well as savings associated with the Voluntary Reduced Work Week program.

2. The under-expenditure is primarily due to decreased Job Opportunities Website maintenance and enhancement expenses in 2014/15 and expenditure management initiatives.

HUMAN RESOURCE OPERATIONS

Overview

Human Resource Operations provides a comprehensive range of human resource services that support and enable managers and employees in their efforts to deliver effective programs to Manitobans, which includes:

- staffing
- pay and benefits administration
- organizational design and development
- employee and labour relations
- employee training and development
- support services for the management of employee illness or injury
- other aspects of human resource management that advance the goals of the Corporate Human Resource Plan

Human Resource Operations is divided into six service centres, each headed by a service centre director, as reflected in the organization chart on page 1.

In addition to the six service centres, Human Resource Operations includes Organization and Staff Development, responsible for providing common training. OSD is discussed separately on page 33.

Objectives

The objectives of Human Resource Operations are to provide direct human resource services that support good citizen service and that enable the Manitoba government to:

- staff effectively
- build representative and satisfying workplaces
- develop employee and organization capacity to its full potential

Activities/Results

- Implement and maintain a vision, mandate and values relating to the delivery of human resource services
- Manage the recruitment and selection function. In 2014/15:
  - 1,027 competitions for which there were 30,738 applicants of which 5,436 were interviewed (for additional detail see Appendix D on page 52)
  - 1,523 appointments
  - conducted outreach activities to attract applicants for specific job categories and for regional positions
- Ensure compliance with the Manitoba government values and ethics framework. Conducted formal investigations involving the establishment of an investigation team with representatives of human resources and management of the department. These investigations do not include investigations covered under *The Public Interest Disclosure (Whistleblower Protection) Act,* as these are reported by departments in separate annual reports. In 2014/15:

- 448 investigations were completed and a total of 591 respondents were investigated[15]
- Investigations conducted related to allegations of misconduct such as: attempted fraud, conflict of interest, harassment and other inappropriate conduct. Of these 448 investigations:
  - 359 of the allegations were substantiated
  - 89 of the allegations were not substantiated

- Ensure a human resource service delivery model that supports the key priorities of the corporate human resource plan and the objectives for each department.
  - participated in department renewal and strategic planning
- Establish human resource practices that advance diversity and inclusion goals. In 2014/15:
  - continued working with departmental management to integrate diversity and employment equity policies and department specific practices in staffing, retention and development activities
  - working in conjunction with Policy and Programs Branch, participated in career fairs and diversity and employment equity outreach events to further opportunities for entry into the civil service
  - continued to coordinate special events to raise awareness of diversity and employment equity groups and continued diversity training
- Ensure that SAP integrity is maintained and that the functionality is utilized to the fullest extent.
  - maintained employee and payroll records for all Manitoba government employees on behalf of all government departments and maintained comprehensive attendance and payroll information on the corporate human resource/payroll system (SAP)
  - provided information on employee benefits, retirement, death benefits and long term disability to employees
  - conducted an audit of department personnel SAP records
- Ensure the development and training of staff is undertaken reflecting current knowledge and is consistent with government priorities.
  - enhanced the Human Resources training program
- Provide advice to executive management on the full range of human resource matters (excluding classification services), interpreting policies, assessing current circumstance and future consequences and providing recommendations that are prudent, fair and fully informed.
- Align resources based on changing organizational and operational priorities within government and specific departments fairly and equitably.
  - participated in organizational design consultations and related activities both for clients and within human resources
- Represent client departments in all human resource initiatives with central/external agencies including:
  - Planning, Budgeting and Financial Management Project

[15] The counts of investigations completed and of respondents investigated do not include any investigations in progress at the end of the fiscal year.

1(c) HUMAN RESOURCE OPERATIONS

Expenditures by Sub-appropriation	Actual 2014/15 $(000s)	FTEs	Estimate 2014/15 $(000s)	Variance Over/(Under) $(000s)	Expl. No.
Salaries and Employee Benefits	14,004	208.00	14,660	(656)	1
Other Expenditures	3,046		2,602	444	2
Less: Recoverable from other Appropriations	(1,524)		(1,588)	64	
Total Sub-appropriation	**15,526**	**208.00**	**15,674**	**(148)**	

Explanations:

1. The under-expenditure is primarily due to vacancy management, savings from the Voluntary Reduced Work Week program and other initiatives, including staff realignment and rebalancing strategies.

2. Increased expenditures reflect the implementation of corporate management consulting for organizational development, with costs recoverable from other appropriations.

INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

Overview

Internship, Equity and Employee Development programs enable government to recruit and develop staff consistent with organization needs and employment policies, including those that promote a representative workforce. These programs provide distinct training and development opportunities related to the skills and abilities required in the civil service, exposure to a variety of business areas in government, networking opportunities and guidance on career development through mentoring relationships.

The Diversity and Inclusion Unit is responsible for the development, management and administration of these programs.

Objectives

Internship, Equity and Employee Development program objectives are to:

- increase diversity and inclusion in the civil service
- increase the leadership capacity in the civil service
- increase opportunities for professional development and learning
- support public service renewal and business continuity

Activities/Results

- Develop, implement and manage civil service renewal and diversity programs that recruit and advance staff consistent with organization needs and employment policies, including those that promote a representative workplace. In 2014/15:
  - the Manitoba Diversity Internship Program was featured in the international Profiles in Diversity Journal May 2014 issue as a best practice for recruiting and retaining diverse candidates
  - the Career Gateway Program was presented with an award for its outstanding achievement in the field of prior learning assessment and qualification by the Canadian Association for Prior Learning Assessment (CAPLA)
  - the Manitoba government was recognized with an Employer of the Year award by SCE LifeWorks for involvement in Project SEARCH and other employment initiatives for persons with intellectual disabilities
- Continued partnership with the University of Winnipeg and Child and Family Services providing paid work experience for youth in foster care who plan to attend a post secondary institution through the Tuition Waiver / Youth Internship Project
- Continued partnership with Manitoba Jobs and the Economy in implementing Manitoba Works!, a joint employment initiative providing paid work experience for single parents from equity groups in receipt of employment and income assistance
- Continued to partner with Manitoba Children and Youth Opportunities to offer a student-to-employment bridging program for students with a disability
- Continued participation in Project SEARCH, a work experience program for high school students with an intellectual disability
- Entered into partnership with Red River College Transforming Futures Pilot Project to provide work experience for post secondary students with an intellectual disability

- Participation rates for ongoing programs are as follows:

Internship, Equity and Employee Development Programs	Total participants in the program[16]	Participants hired into government positions	Number of program participants in 2014/15
Internship Programs			
Management Internship Program	98	80	0[18]
Manitoba Diversity Internship Program [17]	65	48	5
Placement Programs			
Career Gateway Program[19]	564	431	61
Placement Stream	46	20	28
Referral Stream	34	34	18
Special Initiative Stream[20]	39	5	15
Work Experience Program			
Volunteers in Public Service Program[21]	91	43	3
Project SEARCH[22]	36	15	11
Transforming Futures Project[23]	N/A	N/A	N/A
Employee Development Programs			
Diversity Employee Development Program (DEDP)[24]	81	N/A	0[25]

Further details on the Internship, Equity and Employee Development Programs are described in Appendix C on page 47.

16 Represents current number of participants since program inception

17 Includes 40 participants from the Aboriginal Public Administration Program (APAP) and 18 participants from the Internship Program for Persons with a Disability (IP-PWD) which started in 1999 and 2009 respectively, 30 from APAP and 15 IP-PWD were hired into government positions after program participation. APAP and IP-PWD were redesigned and incorporated into the Manitoba Diversity Internship Program in 2013

18 Eight MIP Interns hired in October 2013 are continuing with the program during the FY 2014/15

19 Includes participants from the Career Gateway Program for Members of Visible Minorities (CGP) and Career Assistance Program for Persons with a Disability (CAP-PWD) which started in 2004 and 2001 respectively and had 272 and 173 participants in total; 247 and 125 were hired into government positions, respectively. CGP-VM and CAP-PWD were incorporated into the new Career Gateway Program in 2013

20 Includes Tuition Waiver / Youth Internship Program, Joint Transition Initiative and Manitoba Works! Program

21 Excludes work experience placements for students of educational and training programs of partner organizations

22 Includes summer employment terms through the Student Temporary Employment Program (STEP) administered by the Manitoba Children and Youth Opportunities

23 First intake is occurring April 2015

24 Includes 52 participants from the Aboriginal Management Development Program (AMDP) and 15 participants from the Professional Development Program for Persons with a Disability (PDP-PWD) which started in 1996 and 2011, respectively, and were redesigned and incorporated into the Diversity Employee Development Program in 2013

25 Fourteen DEDP participants from the previous year are continuing with the program during the FY 2014/15

1(d) INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

Expenditures by Sub-appropriation	Actual 2014/15 $(000s)	FTEs	Estimate 2014/15 $(000s)	Variance Over/(Under) $(000s)	Expl. No.
Salaries and Employee Benefits	1,735	42.50	2,299	(564)	1
Other Expenditures	50		86	(36)	2
Less: Recoverable from other Appropriations	(1,278)		(1,671)	393	3
Total Sub-appropriation	**507**	**42.50**	**714**	**(207)**	

Explanation:

1. The under-expenditure is attributable to salary cost fluctuations due to a number of variables such as cost recovery arrangements with other departments, early placement of interns in department positions, program completion, and resignations.

2. Expenditures related to career fairs and other recruitment activities were funded by other appropriations. In addition, expenditures were lower due to expenditure management and normal fluctuations in the various programs.

3. The under-recovery is due to the fluctuations in salary costs and cost recovery arrangements with other departments.

EMPLOYEE ASSISTANCE PROGRAM

Overview

The Employee Assistance Program (EAP) provides counselling and intervention services to Manitoba government employees and their immediate family members who are seeking help with personal or interpersonal problems in their home or work lives. The EAP also provides this service to 25 other public service organizations under fee for service contracts.

Objectives

Objectives of the EAP:

- foster and maintain the well-being of employees and their families by providing voluntary and confidential assistance to those who are experiencing problems that impact on their home or work life
- minimize the costs associated with employee absenteeism, illness and poor morale resulting from problems in their home or work life

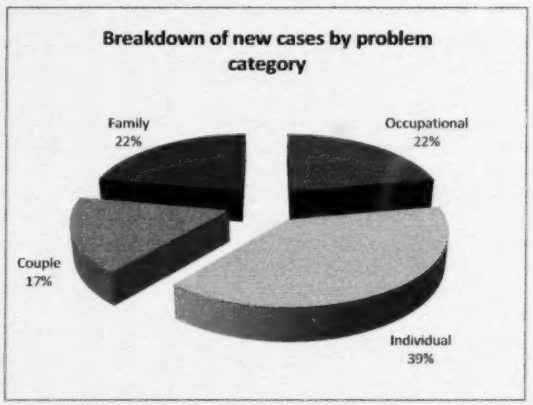
Activities/Results

The services provided by the EAP are categorized into four broad types:

- Counselling employees and/or their families on a variety of issues including: stress, depression, grief, addictions, marital, family and work problems. Employees are encouraged to access the available counselling services.

  In 2014/15, a total of 2,035 cases were dealt with by counsellors, a decrease of 179 cases from the year prior. This decrease reflects the loss of three large contracts to private sector counselling services.

  The chart demonstrates the breakdown of new cases by category.



- Specialized clinical services:

Clinical Services	2014/15	
	Number of new cases	Number of employees involved
Conflict resolution and workplace intervention services (consultations, mediation, coaching, and workplace assessments)	9	30
Trauma management (consultations, critical incident debriefing, individual counselling)	14	180
Sexual harassment (consultations, counselling, post-investigation debriefings)	2	2

- Outreach to employees to make them aware of the services available through the EAP and encourage them to seek EAP services if needed. In 2014/15:
  - additional emphasis continued to be placed on employee outreach with 21 EAP information sessions held, attended by 565 employees
  - responded to requests for presentations on various topics with 36 specialized sessions (e.g. sexual harassment, bullying, change transition) and 679 employees attended
- Requests from managers for advice which in 2014/15 resulted in 231 consultations.

The vast majority of counsellors' time is spent on counselling employees or their immediate family members. Approximately 86% of services are provided within the Manitoba civil service with the remaining 14% provided under fee for service contracts to public service organizations.

In 2014/15, a total of 4,780 individual employees or their immediate family members received the services of the EAP.

1(e) EMPLOYEE ASSISTANCE PROGRAM

Expenditures by Sub-appropriation	Actual 2014/15 $(000s)	FTEs	Estimate 2014/15 $(000s)	Variance Over/(Under) $(000s)	Expl. No.
Salaries and Employee Benefits	749	9.00	805	(56)	
Other Expenditures	189		184	5	
Less: Recoverable from other Appropriations	(130)		(223)	93	1
Total Sub-appropriation	**808**	**9.00**	**766**	**42**	

Note: Includes funding for the Respectful Workplace Office.

Explanation:

1. The under-recovery is due to the loss of three contracts in 2014/15, offset slightly by two new contracts in the latter part of 2014/15.

RESPECTFUL WORKPLACE OFFICE

Overview

The Respectful Workplace Office (RWO) helps Manitoba government employees understand their responsibility in creating a positive working environment and coaches individuals and groups in addressing issues/behaviours that fall under the Respectful Workplace policy.

Objectives

The objectives of the RWO are to:

- educate and promote awareness of the Respectful Workplace policy to all levels of government
- assist in resolving respectful workplace issues in a fair and respectful manner
- assist in the promotion of diverse and respectful workplaces in the government

Activities/Results

The services provided by the RWO can be broken down into seven broad types:

- individual/group consultation (understanding respect, trust and values; clarifying specific behaviours/ expectations; role clarification; one-on-one interviews)
- education (early resolution process)
- Respectful Workplace policy interpretation (developing action plans to align with the policy)
- developing group specific information/training tools (participatory resolution to existing conflicts)
- referral to other therapeutic or restorative programs
- problem work environment assessments (responsibility clarified, ownership)
- supervisor/employee coaching

In 2014/15 the RWO delivered 50 customized education sessions with 3,396 employees participating and dealt with 91 new cases involving 3,593 employees.

The resolution of these cases included education (50), mediation (4), workplace assessment/intervention (10), individual coaching (27).

The RWO also undertook 139 consultation sessions with employees, managers, and human resource staff regarding a variety of workplace issues.

Funding for the RWO is provided for in sub-appropriation 1(e) Employee Assistance Program.

ORGANIZATION AND STAFF DEVELOPMENT

Overview

Organization and Staff Development (OSD) provides learning and development opportunities and organizational consulting services that enable employees, individually and in groups, to deliver on government's service commitments. In addition, OSD provides leadership and support to departments in the implementation of learning plans and strategic employee development.

Objectives

The objectives of OSD are to:

- align learning and development programming and services with corporate and department goals and priorities
- lead employee development towards continuous learning
- enhance the organization management and leadership capacity of the government to achieve results of higher public value at a lower overall cost to society
- develop a civil service with the skills and abilities to meet the government's present and future operational demands
- be a strategic partner with departments to meet their common learning and development needs to sustain effective government

Activities/Results

The activities and results accomplished by OSD are:

- delivered open-registration and in-house sessions of workshops and online courses to meet the common training needs of Manitoba government employees throughout the province. In 2014/2015 3,772 employees attended training workshops or in-department learning events delivered by OSD. 1,328 employees completed online courses through the OSD Learning Management System.
- implemented a revised corporate strategy for management consulting in support of organizational development, including the corporate procurement process for management consultants

CORPORATE SERVICES
(MANITOBA FINANCE AND CIVIL SERVICE COMMISSION)

Overview

The Corporate Services Division of Manitoba Finance was created as part of a shared services initiative. The Division consists of two branches, Finance and Administration Shared Services and Information Communication Technology Shared Services, that support the Civil Service Commission.

The Finance and Administration Shared Services Branch is responsible for ensuring appropriate management of, and accountability for, the department's resources. The branch provides shared services to Manitoba Finance, the Civil Service Commission and Executive Council.

Information Communication Technology Shared Services Branch provides guidance and effective management of Information and Communications Technology (ICT) investments for the Civil Service Commission and Manitoba Finance.

Additional information on the Corporate Services Division - Finance is included in Manitoba Finance's 2014/15 Annual Report.

SUSTAINABLE DEVELOPMENT

The Civil Service Commission continues to place emphasis on environmentally sound practices by providing accessible recycling bins, continuing the use of recycled paper in photocopiers and computer printers, encouraging two-sided printing of documents which is the user default setting and encouraging employees to consider the environment before printing material. Employees are also encouraged to use environmentally friendly dishware in the office.

FINANCIAL INFORMATION SECTION

Part A – Operating Expenditure

Civil Service Commission

RECONCILIATION STATEMENT

DETAILS	2014/15 ESTIMATES $(000s)
2014/15 MAIN ESTIMATES	20,141
2014/15 ESTIMATES	20,141

Expenditure Summary

Civil Service Commission for the fiscal year ending March 31, 2015 (with comparative figures for the previous fiscal year)

Estimate 2014/15 $(000s)	Appropriation	Actual 2014/15 $(000s)	Actual 2013/14 $(000s)	Increase/ (Decrease) $(000s)	Expl. No.
	17-1 Civil Service Commission				
	(a) Executive Support				1
482	Salaries and Employee Benefits	468	708	(240)	
86	Other Expenditures	86	82	4	
	(b) Policy and Programs				-
1,801	Salaries and Employee Benefits	1,745	1,712	33	
895	Other Expenditures	713	739	(26)	
(277)	Less: Recoverable from other appropriations	(277)	(277)	-	
	(c) Human Resource Operations				2
14,660	Salaries and Employee Benefits	14,004	14,002	2	
2,602	Other Expenditures	3,046	2,841	205	
(1,588)	Less: Recoverable from other appropriations	(1,524)	(1,242)	(282)	
	(d) Internship, Equity and Employee Development				3
2,299	Salaries and Employee Benefits	1,735	374	1,361	
86	Other Expenditures	50	56	(6)	
(1,671)	Less: Recoverable from other appropriations	(1,278)	-	(1,278)	
	(e) Employee Assistance Program				4
805	Salaries and Employee Benefits	749	737	12	
184	Other Expenditures	189	188	1	
(223)	Less: Recoverable from other appropriations	(130)	(223)	93	
20,141	**TOTAL 17 Civil Service Commission**	19,576	19,697	(121)	

Explanations:

1. Expenditures were higher in 2013/14 due to costs associated with the retirement of the former Civil Service Commissioner.
2. The increases in operating expenditures and recoveries in 2014/15 are both primarily related to Organization and Staff Development's implementation of a revised corporate management consulting strategy for organizational development (fully recoverable from other appropriations).
3. Introduction of Recoverable from other appropriations line in 2014/15 to better reflect program expenditures; 2013/14 actuals have not been re-stated to the new reporting format.
4. Decreased recoveries of $93 in 2014/15 relate to the loss of three contracts, offset slightly by new contracts.

Revenue Summary

Civil Service Commission for the fiscal year ending March 31, 2015 (with comparative figures for the previous fiscal year)

Actual 2013/14 $(000s)	Actual 2014/15 $(000s)	Increase/ (Decrease)	Source	Actual 2014/15 $(000s)	Estimate 2014/15 $(000s)	Variance $(000s)	Expl. No.
			OTHER REVENUE				
58	22	(36)	(a) Sundry *	22	17	5	1
			GOVERNMENT OF CANADA				
23	9	(14)	Canada School of Public Service	9	31	(22)	2
81	31	(50)	**TOTAL**	31	48	(17)	

* Revenue from Employee Assistance Program services to external clients.

Explanations:

1. Fluctations in Employee Assistance Program (EAP) revenue are primarily due to year-over-year differences in client contracts in EAP's porfolio.
2. Decreased revenue from the Canada School of Public Service (CSPS) is related to CSPS' movement towards offering a substantial amount of programming on-line, which has reduced the services obtained from Organization and Staff Development.

Five Year Expenditure and Staffing Summary by Main Appropriation
Civil Service Commission for the years ending March 31, 2011 - March 31, 2015

		Actual/Adjusted Expenditures*									
		2010/11		2011/12		2012/13		2013/14		2014/15	
	Main Appropriation	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)	FTEs	$(000s)
17-1	Civil Service Commission	296.50	18,874	296.50	19,830	296.50	19,326	286.50	19,697	284.50	19,576
Total		**296.50**	**18,874**	**296.50**	**19,830**	**296.50**	**19,326**	**286.50**	**19,697**	**284.50**	**19,576**

* Adjusted figures reflect historical data on a comparison basis in those appropriations affected by a re-organization during the years under review.

CIVIL SERVICE COMMISSION PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2014/15 reporting year. This is the tenth year in which all Manitoba government departments have included a standardized Performance Measures section in their annual reports.

Performance indicators in departmental annual reports are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities and their impact on the province and its citizens.

For more information on performance reporting and the Manitoba government, visit www.manitoba.ca/performance.

Your comments on performance measures are valuable to us. You can send comments or questions to mbperformance@gov.mb.ca.

Measures of Performance or Progress

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2014/15 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
The increase in the leadership capacity within the civil service, by measuring participation in a number of major development initiatives.	Leadership is a strategically important variable if resources are fixed and service demand is increasing. Therefore it is a key component in the renewal of the civil service. Level of participation in the major development initiatives is demand-driven and indicative of the level of interest and need for increasing leadership capacity within the civil service.	Total participants as of March 31, 2006: Certificate in Public Sector Management Program (CPSM) – n/a[25] Essentials of Supervision Certificate Program (EOS) – n/a[26] Office Professionals Certificate Program (OPCP) – 166 have completed the program	Total participants as of March 31, 2015: CPSM – 191 have completed the program EOS – 145 have completed the program OPCP – 248 completed program OPCP was replaced with the new Certificate in Public Sector Office Administration (CPSOA)	Continuing increases for most indicators.	

[25] These programs were introduced subsequent to March 31, 2006. Please refer to program details on pages 50-51.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2014/15 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
		Certificate in Public Sector Office Administration (CPSOA) – n/a[27] Executive Leadership Development Program (ELDP) – n/a[27]	CPSOA - 28 have completed the program ELDP - 26 have completed the program		

[27] These programs were introduced subsequent to March 31, 2006. Please refer to program details on pages 50-51.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2014/15 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
Our progress towards achieving the equity and diversity goals of government, by measuring the number of employment equity group members (women, Aboriginal persons, persons with a disability and visible minorities) as a percentage of total employees.	The commission is accountable for the implementation of the government's employment equity policy and diversity strategy. The policy is accompanied by employment equity goals for four equity groups. The goals reflect the population and workforce of Manitoba based on 2001 census data and community consultations.	Equity groups as a % of the civil service as of March 31, 2006: Women: 53.0% Aboriginal persons: 11.0% Persons with a disability: 2.8% Visible minorities: 4.2%	Equity groups as a % of the civil service as of March 31, 2015: Women: 54.3% Aboriginal persons: 14.2% Persons with a disability: 5.0% Visible minorities: 9.8% As of 2014/15, representation of women, Aboriginal persons and visible minorities surpassed benchmarks.	Trend data from 2003 to 2015 indicates that overall the representation of women, Aboriginal persons and visible minorities in the civil service is improving but progress towards meeting government goals for persons with a disability remains a challenge.	The workforce includes both active and inactive, regular, term, technical and departmental employees as of dates quoted. The statistics for employment equity group membership are based on employee self-declaration. Benchmarks: Women: 50.0% Aboriginal persons: 14.0% Persons with a disability: 7.0% Visible Minorities: 8.0%

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2014/15 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
Employee engagement which is the subject of an employee survey conducted every 3 years.	Ongoing civil service renewal is required if we are to attract and maintain the talent government needs to meet the public service expectations of Manitobans. One of the ways to keep employees is to engage them in their work and work environment.	Baseline measurement from the 2007 Employee Survey on employee engagement: 60.0%.	There was no employee engagement survey done in 2014. From the 2013 employee survey engagement score: 58.9%	There was a marginal decrease between 2007 and 2013.	The 2013 Employee Engagement Survey included 19 common questions used for the Employee Engagement Inter-jurisdictional Initiative and 7 additional questions.
Our progress towards achieving the equity and diversity goals of government, by measuring the percentage of employees indicating their departments recognize the value of diversity in the workplace, in the employee survey.	The commission is accountable for the implementation of the government's equity policy and diversity strategy.	From the 2004 employee survey: 65.0% of employees agreed that their department values diversity.	There was no employee survey done in 2014. From the 2013 employee survey 59.1% of employees agreed that their department values diversity. Also in the 2013 survey, 66.4% of employees agreed that they were treated respectfully at work.	Although there was a marginal percentage decrease between 2007 and 2013 on the employee engagement survey, more employees indicated that their department has developed strategies for building a diverse workplace.	The 2013 Employee Engagement Survey included 19 common questions used for the Employee Engagement Inter-jurisdictional Initiative and 7 additional questions.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2014/15 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
Provision of consulting and training services that meets the needs of individuals and organizations within the civil service, by measuring the number of employees in the civil service attending training workshops or in-department development events in the fiscal year delivered by Organization and Staff Development (OSD).	Training services support good human resource practice, encourage a renewed and representative civil service, and promote the best use of employee talent. This is a demand-driven service. Level of attendance at training workshops or in-department development events delivered by OSD is indicative of the level of interest, training and skill development needs of civil service employees.	Data as of March 31, 2006: 6,470 participants, including employees within the civil service and external participants attended training workshops or in-department development events delivered by OSD. Online training was introduced in 2010, with a total of 169 online course completions in 2010/11.	Data as of March 31, 2015: 3,772 employees within the civil service attended training workshops or in-department development events delivered by OSD. 1,328 online course completions in 2014/15. Since the introduction of online learning there have been a total of 4,241 course completions to date.	Note that 2005/06 baseline numbers include a large corporate training initiative that involved offering over 50 workshops (over 800 employees) on valuing diversity and communicating with Aboriginal persons. The overall decline in enrolment numbers began in 2009/10 as departments began to adjust to the economic downturn. The 2005/06 enrolment counts also include external participants.	

APPENDICES

Appendix A - Definitions

Term	Definition
Casual employee	An employee that normally works less than the full normal daily, weekly or monthly hours of work and whose work is irregular or non-recurring, or does not follow an ongoing, predetermined schedule of work on a regular and recurring basis; or, is hired for a short period of time to perform work in order to prevent stoppage of public business or loss or serious inconvenience to the public.
Contract employee	An employee hired on a contractual basis when a special knowledge or expertise is required but not available within the civil service; objectivity is of particular importance; or the work is of a temporary non-recurring and specialized nature.
Departmental employee	An employee of Manitoba Infrastructure and Transportation or Manitoba Conservation and Water Stewardship whose appointment is designated as departmental due to the nature of the work.
External	Individuals currently not employed in the civil service.
Inactive	Employees that did not receive a pay cheque on the last pay day of the fiscal year for this annual report. Included in this category are seasonal employees subject to recall and various leaves including: long term leave, special leave, educational leave, maternity leave, adoptive leave, parental leave, apprenticeship leave, compassionate care leave, electoral leave, long term disability and suspension.
Internal	Individuals currently employed in the civil service.
Regular employee	An employee who carries out and occupies a continuing function in a Manitoba government program and who has all the rights and privileges of regular status.
Senior managers	Deputy ministers, assistant deputy ministers and equivalents.
Term employee	An employee appointed for a specific term of employment where the term is based on either: a specific period of time; the completion of a specific job; or, the occurrence of a specified event.
Technical employee	Deputy ministers, the Clerk of the Executive Council, the Clerk of the Legislative Assembly and other technical officers appointed by the Lieutenant Governor in Council under section 32 of *The Civil Service Act*.

Appendix B - Total Number of Civil Service Employees at March 31st

	Fiscal Year		
	2012/13	2013/14	2014/15
Number of Civil Service Employees	15,133	14,815	14,701

By Department for 2014/15

Department	As at March 31, 2015
Offices of the Legislative Assembly	134
Executive Council	23
Aboriginal and Northern Affairs	83
Agriculture, Food and Rural Development	346
Children and Youth Opportunities	84
Civil Service Commission	240
Conservation and Water Stewardship	916
Education and Advanced Learning	469
Family Services	1,966
Finance	432
Health, Healthy Living and Seniors	1,390
Housing and Community Development	157
Infrastructure and Transportation	2,602
Jobs and the Economy	704
Justice	4,081
Labour and Immigration	349
Mineral Resources	87
Multiculturalism and Literacy	16
Municipal Government	249
Tourism, Culture, Heritage, Sport and Consumer Protection	354
Other Non Core Enterprises*	19
Total	**14,701**

** Includes Public Schools Finance Board and All Charities.*

Appendix C - Renewal and Diversity Recruitment, Development and Retention Programs

Internship and placement positions funded from sub-appropriation 17-1(d) Internship, Equity and Employee Development:

Management Internship Program (MIP)

This program is designed to proactively recruit individuals who have recently graduated with a public sector focus from an accredited educational institution and give them the knowledge and experience required to successfully compete for professional or management level career opportunities within the civil service. The program provides an extensive orientation to government, classroom training and rotational work assignments through an 18-month internship.

Since the program began in 1999, 98 individuals have participated in the program with 80 obtaining positions within the civil service. Three participants from the previous intake are continuiung in the program.

Manitoba Diversity Internship Program (MDIP)

This program is designed to proactively recruit individuals who self-declare as a Person with a Disability, Aboriginal Person, or a Visible Minority. The recruitment focuses on position/occupation specific placements and is designed to assist departments with renewal challenges while helping address difficult to recruit positions and diversity goals.

Following the successful completion of the one-year internship program, interns are eligible for a regular appointment in the role, function and full working salary level for which they interned.

Since the program began in May 2013, seven individuals have participated in the program with three transitioning into regular positions within the civil service. Four participants from the 2014/15 intake have not yet completed their internships as at March 31, 2015.

Career Gateway Program (CGP)

The program was established in May 2013 to recruit and introduce Aboriginal, Visible Minority or Person with a Disability candidates to the systems and processes of government, giving them opportunities to develop skills and experience so that they may successfully compete for a career within the civil service. The program has three streams – Placement, Referral and Special Initiatives.

Under the Placement stream, the commission provides FTEs and/or funding to departments which enables term employment during placements of 3 (most common) to 24 months. Through the Referral stream, the commission refers candidates to departments with ongoing competitions or vacant positions for which the individuals either compete, or are directly appointed if there are no other qualified applicants.

To further enhance this program, and in support of the All Aboard Strategy of Manitoba, the Special Initiatives stream was developed. Under this stream qualified participants of initiatives are provided short term employment with the Manitoba government. Initiatives include the Manitoba Works! program for single mothers who are recent recipients of employment and income assistance, the Tuition Waiver - Youth Internship Program for youth who have been a ward of the foster care system and plan to attend a post secondary education institution, and the Joint Transition Initiative for past participants of MB4Youth's CareerOptions for Students with a Disability (COSWD).

Since 2013, when the program was introduced, 119 individuals have participated in this program including 46 from the Placement stream, 34 from the Referral stream and 39 from the Special Initiatives stream. Twenty-five of the 85 individuals who participated in the Placement and Special Initiatives streams had

transitioned to positions in the departments. Thirteen participants were continuing their placement as at March 31, 2015.

The program incorporates the former Career Gateway Program for Visible Minorities and the Career Assistance Program for Persons with a Disability.

Volunteers in Public Service Program (VIPS)

This program provides volunteer work-experience placements in the civil service to members of visible minorities and immigrants, giving them an opportunity to sharpen their skills and experience in a Canadian workplace, further develop their language skills, and gain references for their future job search. Placements are either full time for six weeks or 15 hours per week over a three month period.

Since the program began in 2003, 91 individuals have participated in the program with 43 individuals obtaining positions within the civil service following their volunteer experience. Three individuals participated in the 2014/15, two of which gained employment with the Manitoba government following program participation. There were no ongoing placements as at March 31, 2015.

Project SEARCH – High School Transition Program for Students with an Intellectual Disability

This initiative was implemented in 2011/12 to provide on-site work experience opportunities for youth with an intellectual disability to best prepare them to achieve the goal of competitive employment. It is a unique, one year school-to-work transition program that takes place entirely at the workplace during the student's final year of high school studies. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations.

This initiative is delivered through partnership between the Manitoba government and Manitoba Hydro, participating school divisions, and a not-for-profit organization, SCE LifeWorks.

Since 2011/12, 36 students have participated in the program, with 15 students obtaining positions within the Manitoba government in casual, term or student temporary employment (STEP) positions. Four of the term employees remain employed with the civil service at March 31, 2015. Eleven students are participating in the program as at March 31, 2015.

Red River College (RRC) Transforming Futures - College Program for Adults with Intellectual Disabilities

The Transforming Futures pilot was launched in 2014/15 with the first program intake occurring in April 2015.

The initiative is a partnership between Red River College Transforming Futures and several employers in the public and private sectors. It provides an opportunity for post secondary students with intellectual disabilities to learn in an inclusive, supportive environment and to examine career options based on personal skills and interests.

Twenty students have participated in the program, with seven students receiving six weeks of total workplace immersion and hands-on training at various worksites within the Manitoba government.

Employee Development Programs:

Diversity Employee Development Program (DEDP)

This program was launched in 2013/14, with the first program intake occurring in February 2014. This is a one-year development program for existing regular employees of the government who have demonstrated leadership potential and who self-declared as a member of one of the following employment equity groups: Aboriginal, Visible Minority, or Person with a Disability.

Fourteen employees completed the program in February 2014 and continue their employment with the civil service at March 31, 2015. While promotion is not a primary objective of the program, two of the participants have successfully competed for promotional opportunities.

Programs Designed to Engage and Encourage Employees:

New Professionals Network (NPN)

This program brings new professionals together to connect, learn and grow as they progress with professional, personal and career development. It is open to all civil servants who self identify as a new professional. Events and activities include an annual conference, workshops, information sessions, networking events and regular communication through newsletter, website and publications.

This program started in 2005 and currently there are 1,403 members from across all government departments and all regions of the province.

Touchstone

The Touchstone Group offers affirmation, encouragement and mentorship to Aboriginal employees in the Manitoba government. Touchstone began in January 2006 and has 207 members from various government departments. The group is formed of more experienced employees as well as newcomers to the Manitoba government, and relies on the abilities of more experienced Aboriginal employees as mentors and role models to support the development of other employees as they progress through their careers in the civil service. Touchstone members meet on a regular basis in Winnipeg and Brandon to hold various learning and networking events.

Visible Minority Network (VM Net)

VM Net connects visible minority employees of the Manitoba government for the purpose of learning, appreciation of its members' cultural diversity and responsible citizenship. There are 131 registered members from across government departments, and 281 on its distribution list. Learning events, summer and holiday potlucks, on-site language translations, citizenship court receptions, representation in Manitoba career fairs and informal mentorship to professional immigrants are among VM Net's activities since it was started in 2006 by participants of the Career Gateway Program for Visible Minorities.

Civil Servants with Abilities Network (CSWAN)

CSWAN was launched in December 2014 as a new employee resource group that supports employees with a disability. It is a network led by volunteers within the civil service, to support persons with a disability with professional and personal career development and has approximately 60 members. It is also a resource for those in the civil service who support the career development of their colleagues with a disability.

Leadership Development Programs delivered by Organization and Staff Development:

Executive Leadership Development Program (ELDP)

The Executive Leadership Development Program (ELDP), a corporate development program for Director/Executive Director level employees across departments, was designed to prepare participants for the executive role and to ensure capacity at the executive leadership level in the Manitoba government. The focus for the program was informal learning and included facilitated group discussions, case studies, peer mentoring, and an executive leader speaker series offered throughout the program year. Participants also engaged in personal self assessments, completed team project assignments and developed a strong peer network, continuing to meet informally to strengthen their peer network. Participants also learned 'on the job' through coaching and mentoring opportunities with senior executive leaders.

Twenty-six Directors/Executive Directors were selected to participate in the one-year pilot offering, which concluded in March 2014.

Certificate in Public Sector Management Program (CPSM)

This one-year program provides mid-managers and professional staff with an opportunity to build management skills and develop political acumen while acquiring post-secondary credentials and transferable credits toward a university degree. Participants are selected by departments.

This program began in 2008/09 with 191 individuals completing the program to date. In 2014/15, 38 new participants enrolled in the program.

Essentials of Supervision Certificate Program (EOS)

This program provides supervisors and those aspiring to be supervisors with the necessary competencies, applied strategies and related policies to effectively supervise staff while acquiring transferable credits toward a university diploma or certificate. Participants attend five 2-day modules of skill-based training (or condensed "Boot Camps") offered several times each year through Organization and Staff Development. Participants may apply for the program at any time and require their supervisor's approval to attend. There is no limit on the number of participants.

This program began in 2008/09 with 145 individuals completing the program to date. There are currently 140 participants enrolled in the program.

Participants also have the option to complete individual course modules without enrolling in the whole certificate program. To date there have been 3,956 individual course completions in the components of the EOS Program.

Certificate in Public Sector Office Administration (CPSOA)

This three-year professional development program is for office administrative staff to enhance knowledge, attitudes and self management skills for personal and professional growth within the public sector while acquiring transferable credits towards a university diploma. The CPSOA emphasizes communication proficiency, internal and external service excellence, organizational skills, creative thinking and problem resolution, all with a focus on working within a government environment.

The CPSOA consists of an orientation for the participant and her/his manager followed by a five-day intensive core week. After completion of the core week the participant has four days of identified electives to complete the program.

This program began in March 2011. Currently there are 45 individuals participating in this program while 28 participants have completed the program to date.

Office Professionals Certificate Program (OPCP)

This program provides administrative and support staff with skills and competencies to increase their confidence and contribution to the workplace while acquiring post-secondary credits and transferable credits towards a university diploma. Participants attend ten days of training through workshops offered by Organization and Staff Development, and have five years to complete the workshops. Registrations are no longer being accepted for the OPCP as a new certificate program for office professionals has been introduced: Certificate in Public Sector Office Administration (CPSOA). Those currently enrolled in the OPCP still have five years from the date of their registration to complete the program, or may choose to transfer into the new program. The OPCP will continue to be a recognized certificate program.

Since this program began 248 participants have completed the program. As this program formally concluded on March 31, 2015, those remaining in the program have been encouraged to complete program requirements and/or transfer to the CPSOA.

Appendix D - Competition Statistics

3 Year Comparative Total

In 2014/15 there were a total of 1,027 competitions for positions within the civil service with a total of 30,738 applications for these positions, or an average of 30 applications per competition.

The following table provides a breakdown between internal and external applicants.

	Fiscal year ending March 31st		
	2012/13	**2013/14**	**2014/15**
Competition Totals	**1,218**	**1,103**	**1,027**
Applications received:			
Internal	6,399	6,495	5,710
External	27,228	26,219	25,028
Total	**33,627**	**32,714**	**30,738**
Applicants interviewed:			
Internal	2,363	2,270	2,018
External	3,807	3,300	3,418
Total	**6,170**	**5,570**	**5,436**
Appointments:			
Internal	791	736	639
External	893	868	884
Total	**1,684**	**1,604**	**1,523**

Shown graphically as a percentage of the total: